APRIL, 1, 1941



TWENTY CENTS

Sales Management Management

Rranded, Advertised and Guaranteed Wallpapers Pull United Out of Red Ink

Where Do Sales Managers Come From?—A Survey Reported by H. H. Maynard

Sales Policies That Spark America's Largest Mail Order Publishing Business

Pepsodent Promotes New Premium, New Product — and Hits Jack-Pot Twice!

SM's High-Spot Cities — Scratch-Pad — Sales Letter Round Table — Tips

MAGAZINE OF MODERN MARKETING

"SMOOTH AS STILL WATER"

Levelcoat*

Fully Coated Printing Papers

Providing all the beauty of costly printing papers at the price of ordinary paper!

NEW this year, Levelcoal* printing papers already are making a thrilling new chapter in the history of printing art. Sevelcoal papers present an entirely different formula printing surface, beautiful, super-smooth, rich appearing - specifically perfected for fine-screen half-tone and brilliant color work. Sevelcont papers help make printed pieces wake up and sell! But that's not all -

Advertisers who have been paying a premium for superior printing results can make important savings at no sacrifice of quality by specifying Levelcoal papers because Levelcoal provides all the beauty of costly printing papers at the price of ordinary paper.

On the other hand, if you have a small budget for printing which has limited you to not-so-good appearing catalogs, circulars and brochures, you now can step-up to Levelcoal quality paper at little, if any, extra cost, and benefit by a mighty respectable job!

Seeing is believing . . . Write Kimberly-Clark for

proofs of printed results on Levelcoal papers-results heretofore obtainable only with high-cost printing papers. You'll agree, these new-type papers do most for the money! They are available through your paper merchant. If you prefer, inquire direct.



rufect

Made super-smooth by a new patented coating process for high-quality printing.

Companion to Trufect at lo

KIMBERLY-CLARK CORPORATION . Established 1872 . NEENAH, WISCONSIN

NEW YORK-122 East 42nd Street

CHICAGO - 8 South Michigan Avenue

LOS ANGELES - 510 West Sixth Street

Get Your Quota of Pleasure With This Whiskey of the "Flavor Years"

When it's time to "take it easy" ... after that tough prospect has finally been signed, or that steep sales quota is in the bag...treat yourself to the whiskey that hits a new high for taste enjoyment...ANCIENT AGE. Aged-in-the-wood just twice as long as most whiskies...mellowed at leisure by these extra "Flavor Years"... ANCIENT AGE makes the most grand and glorious highball or cocktail that ever graced a glass. Try it today! EIGHT YEARS OLD

THE WHISKEY OF THE "FLAVOR YEARS"

A de luxe blended straight whiskey, 90 proof. The straight whiskies YEARS OLD. in this product are 8

Also available at 5 years old

Kentucky straight Bourbon Whiskey. 5 years old. 90 proof. Schenley Distillers Corp., New York City.



Ghost Writing Business

A person who is successful in almost any field of endeavor is constantly called upon to tell how he got that way, either in articles or speeches. Such demands can be pretty much of a headache to an inarticulate porson, or one who doesn't like to talk or write about himself, or who was never trained to express himself in writing. That's why Michelson's Ghost Writers Service, of New York City, has such a large and representative clientele.

Ghost writing is an old and honored profession, according to S. J. Michelson, director of the service. Julius Caesar had a ghost named Hirtius. In Plutarch's "Lives" it is said that Demosthenes wrote speeches for politicians of his day, for pay. There are many who believe that most of Washington's Farewell Address was written by Alexander Hamilton.

The Michelson Service has a staff of four; branches in Washington, Chicago, Atlanta and Ithaca; and 200 reserve writers on call for special jobs. It accepts no jobs on speculation, charges from one to three cents a word, and does not undertake to market manuscripts—though clients are sometimes given advice about possible markets for their ghosted output. The staff does quite a bit of work in the medical, scientific and dental fields, scientists, presumably, being likely to lack the time or facility with words needed to fill the literary demands made upon them. Mr. Michelson himself once planned to study medicine and he took some science courses at the College of the City of New York. His ghosting career began in his college days, when he used to write papers for fellow students. His service is still advertised in half a dozen or more leading college papers.

Articles ghosted by Mr. Michelson's writers have appeared in Collier's, Hygeia, various women's magazines, and in dozens of trade and technical, medical and professional journals. During the recent political campaign, there were many orders for political articles. (But Mr. Michelson is not related to Charley Michelson, famous ghost writer down Washington way.)

There's plenty of variety in the Service's assignments. Their exact nature is confidential, as is the identity of clients; but this is a list of recent jobs:

An article on television.

An article on the strategic importance of the Panama Canal.

A farewell address for a teacher, "given at the end of 30 years of faithful service."

An article on the political set-up of a large city.

A promotional letter for a manufacturer of artificial flowers.

An article on socialized medicine.

A speech for an elevator operator to make at a wedding, at which he was best man.

An article on the Boys' Club of New York.

Comparison of the methods of Hitler, Mussolini and Stalin.

An article, for a physician, "a pathological study of icterus, a form of jaundice."

A business letter soliciting customers for a gymnasium.

An essay on Horace Walpole.

The only job Mr. Michelson remembers doing gratis was for a telephone operator. She called up and said she had \$1.50 to

spend, and wanted for it a letter of thanks to her fellow-workers for a box of candy and greeting cards they had sent her during an illness. When told this fee was too small, she said, "But that's about what they spent on me." In the face of such logic, Ghost Michelson weakened and wrote the letter without a fee. Most orders are matter-of-fact: 5,000 words on a certain subject, a ten-minute speech, a paper to read at a forum, etc.

Mr. Michelson and his associates have no pride of authorship and are not interested in getting credit for their writings. Conversely, they don't see why anyone should hesitate to utilize the services of a ghost. "When a man earns enough money to succeed in his field and wants to use some of that money to buy the services—the knowledge and efforts—of another, to render an articulate expression of his ideas, he is justified in doing so. Though dealing in intangibles he pays for the speech or article; he owns it—and it is bis. Buying an article is not unlike buying the services of an assistant or well-trained secretary capable of writing letters to be signed by a busy executive."

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This was recognized as long as 52 years ago, says Mr. Michelson. In the January 6, 1889, issue of the Pall Mall Gazette, the term "ghost" was used to refer to "one who secretly does work for another, the latter taking the credit."

Poinsettia Dolls

Where Gracie Jean Hopper was working at a hotel in Charleston, S. C., ten years ago she often heard tourists wish they could buy Mammy dolls. So her mother, Mrs. Annie Kate Feeney, began turning out dolls of this kind, using black stockings over nipple and clothespin foundations, and embroidering the faces. Her daughter sold them at once and brought in orders for more. Soon Mrs. Feeney was creating other character dolls, copying them from Negro types she saw about her.

For five years Mrs. Feeney's doll business grew slowly, and she was aided only by her son, who had been invalided in the World War. A stickler for accuracy, he did much of the research necessary for authenticity, and he also helped make the accessories needed for various kinds of dolls. When she decided to add a Spanish doll to the line, he studied the costumes worn in various regions of Spain and decided his mother should concentrate on dolls wearing the traditional costumes of Valencia. Eventually Mrs. Hopper gave up hotel work, and the family began to devote all its time to the doll business.

Three years ago the family began to sell the dolls at wholesale. They now have 14 outlets, in addition to a retail shop and headquarters at St. Augustine, Fla. The business is known as Poinsettia Dolls, both the name and the doll characters being protected by governmental registration.

To her daughter's dismay, Mrs. Feeney refused for a long time to employ help, even though it prevented expansion of the business until a short time ago. Then she consented to let others help only in sewing the dolls' costumes. Mrs. Hopper does some



At extreme right, The Old Man with Young Ideas and Aunt Sue, bringing home the white folks' washing. Behind the counter, the creators of all the dolls.

Sales Management, published semi-monthly on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, senth and twentieth; copyright April 1, 1941, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. April 1, 1941. Volume 48. No. 7.

2 million

Answers to Marketing Questions

101 Products

-number and per cent of families using each product.

Brand Preference

—by per cent and number of families using each brand in each of past 4 years.

Volume of Consumption
—market total and
family average.

NEW—
Product Usage
by Income Groups
—per cent of families
using each commodity in
four income groups.

Place of Purchase

-of grocery products, cosmetics, toiletries, drug products.

Dealer Distribution

-per cent of stores handling each brand.

Typical Products

Baby food, baked beans, baking powder, bran products, bleaching fluid, bread, and breakfast foods, canned milk, catsup, cheese, chop suey, coffee, cookies, crackers, desserts, dog food, dry soup mixes, flour, fresh frosted foods, lard, macaroni, meats, canned fruits, peanut butter, peas, prunes, vegetable shortening, soaps and cleansers, canned soup, syrup, tea, toilet paper, tuna fish, vegetable juice, water softeners.

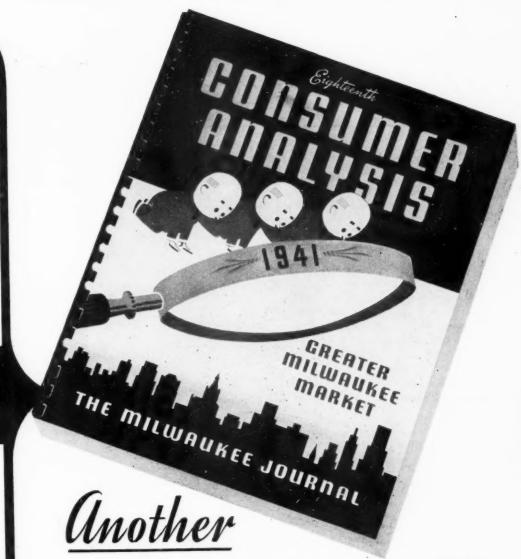
HOUSEHOLD EQUIP-MENT — Phonographs and records, portable and home radios, washing machines.

TOBACCO PRODUCTS
—Cigarettes, cigars, tobacco, pipes, women smoking.

TOILETRIES — Dentrifices, mouth wash, safety razors and blades, shampoos, shaving cream.

MISCELLANEOUS

—Bottled, canned and
draught beer, ownership
of dogs, electric shavers.



GOLD MINE of FACTS

in the NEWEST and OLDEST Consumer Survey

FOR the eighteenth time since 1922, the annual Milwaukee Journal Consumer Analysis gives the answers on how Greater Milwaukee divides its buying among commodities, brands and stores. This continuing survey is the oldest of its kind in America . . . accurate because of eighteen years' experience and proven methods . . . and packed with new facts on consumer buying for 1941.

The Consumer Analysis and its history of sales on hundreds of commodities puts Milwaukee in a class by itself as a marketing laboratory. For in no other market is there comparable information on the trend of popularity for so many products and brands.

Scores of manufacturers have made profitable use of this information in organizing test campaigns, adjusting advertising and sales plans to fit the sales potentials, the competitive situation, dealer set-up, and buying preferences. Write our General Advertising Department for a copy.

THE MILWAUKEE JOURNAL



HOUSTON

BUS MORE

Than Any Other Southern City

THE place to get volume sales is in a volume market. Houston is the volume market of the South, topping all other Southern cities in retail sales, as the figures below, from the 1940 census, show.



THE 10 LEADING SOUTHERN CITIES IN TOTAL RETAIL SALES: 1940 U. S. CENSUS

| 1 st | HOUSTON | 193,965,000 |
|------|-------------|-------------|
| 2nd | Dallas | 172,904,000 |
| 3rd | Atlanta | 172,279,000 |
| 4th | New Orleans | 157,062,000 |
| 5th | Memphis | 135,486,000 |
| 6th | Louisville | 131,004,000 |
| 7th | Richmond | 108,306,000 |
| 8th | Miami | 103,215,000 |
| 9th | San Antonio | 103,028,000 |
| 10th | Birmingham | 100,136,000 |

The Chronicle SELLS Houston—Second Fastest Growing United States Big City

Only one other big city, Washington, grew faster than Houston during the decade of 1930 to 1940. Houston grew 32% in population—but The Chronicle grew 69% in daily City Circulation during this same period. Think! The Chronicle's circulation growth more than doubled the city's population growth! And—The Chronicle has been the Houston leader in circulation for 28 years!

THE HOUSTON CHRONICLE

First in Circulation and Advertising for Over a Quarter Century

R. W. McCarthy National Advertising Manager The Branham Company National Representative



TEXAS' LARGEST DAILY NEWSPAPER of the sewing and doll-making, but devotes much of her time in the retail business in St. Augustine, and to mail and clerical work

In addition to the Mammy dolls with which the business started, there are now a whole string of characters, real people to Mrs. Feeney and her daughter, though only dolls to others. There are two washerwomen: Aunt Sue, who does her white folks' washing at home and totes it under her arm, wearing a red and white bandana on her head, and is never seen without her big black umbrella; and Aunt Ca'line, who washes in the yard of the Big House, but brings her own washboard from home. Then there's Uncle Alec, just back from fishin', with a battered straw hat, his pole with a fish on the end, and a bundle of firewood for frying that fish. Another character is the chicken-fancier-a knock-knee darky with his bent walking stick, and a Rhode Island Red under his arm. Uncle Ned, the Old Man With Young Ideas, has patches on his light blue-and-white checked pants, but he's going courting and he wears his hat at a rakish angle and carries a bouquet. Dig nified Parson Jones wears a tall hat and a swallow-tail coat There's even a convict in striped clothes, with a ball and chain: or, to be exact, two convicts, the lifer and the short-termer, distinguishable to the initiated by their proper chain gear.

Rounding up the material for the dolls' clothes is quite a tak. Patterns of the fabrics must be the sort that Charleston darkies really do wear, but the design must be of small scale, so as not to dwarf the dolls. Mrs. Hopper does much of the sleuthing. She recently discovered a windfall, in an old New York millings shop, whose stock included a quantity of braids from 50 to 80 years old. Another prize was a stock of small-sized imported dolls' eyes and some real jet.

Mrs. Feeney embroiders the faces of the dolls and sometimes she herself is surprised at the facial expressions she turns out. The dolls have flexible, wired arms, and all can stand up. A large proportion are bought by collectors.

In the stock room behind the shop in St. Augustine, there are stacks of aprons and costumes for each character, and jar after jar of accessories. For example, there's a jar of the tiny camphor twigs used for firewood for Uncle Al's fish-fry. (Camphorwood was selected because it does not deteriorate nor attract insects.) Another jar has in it proper rims, for the "specs" of some of the dolls. Then there's a jar full of dustpans, for Magnolia, the housemaid. In another there are felt hats for Prissy, the little Negro girl. Still another is full of washboards for Aunt Ca'line. All these accessories are made by hand.

Alf's 'Oles Are Working

Advertisement from

The Iron Age in which British sales

agency says it's still there—and selling!

Among other kinds of spirit prevailing in England, let's not forget the old selling spirit. It's there! Take, for example, Alfred Herbert, Ltd., Coventry, England. In current issues of The Iron Age, New York, this British selling agency, with a list of offices and showrooms that sounds like last night's bomb-raid report, calmly advertises that it represents "a number of leading United States makers of machine tools," etc., and "can undertake additional agencies." Well, Alfred Herbert can't guarantee that any of his several offices will be extant tomorrow; but like Cattoonist Bruce Bairnsfather's "Alf," he probably can always find a "better 'ole" if necessary. Bad aim to Adolph, Alf!

Alfred Herbert Ltd

Coventry, England

OFFICES AND SHOWROOMS ATLONDON, COVENTRY, GLASGOW,
MANCHESTER, BIRMINGHAM, SHEFFIELD, BRISTOL, NEWCASTLE, CALCUTTA, BOMBAY, SYDNEY, MELBOURNE, OSAKA, TOKIO, BUENOS
AIRES. Representing a number of leading United States makers of machine
tools and workshop equipment can undertake additional agencies. Resident
representation in the United States:
R. A. Smith, c. o W. P. Neth Co., 44
Whitchall St., New York.

[4]





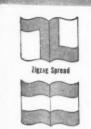
HRILLS, DRAMA, PUNCH-Threathless minute after minute

Wrap that between covers...then you'll see why the matchless variety of The American Magazine draws each reader of this magazine to it, not once or twice, but ten times a month for a total of 8 hours' read-

And mark this-The American Magazine's audience numbers 21/4 million families...the kind that pay 25c for their favorite magazine.

Prosperous people, obviously. Yet not expensive company-advertisements in The American Magazine hobnob with these readers a full 8 hours a month (centuries, as the life of an ad goes!) for as little as it costs to reach less opulent readers of less avidly read magazines.

Read the May issue of The American Magazine. Then let us tell you of the eye-opening advertising facts about it. The Crowell-Collier Publishing Company, 250 Park Avenue, New York City.



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NEW ADVERTISING "PACKAGE"

Any advertiser who has experienced the sales lift that comes from product or package improvement will recognize an equally potent contribution in *The American Magazine's* exclusive new advertising creations. Here's a series of space units new in size and shape...offering brand new layout possibilities . . . with the opportunity for substantial in-creases in noting and reading. Leading advertisers are using these new forms to pace the advertising and point-of-sale promotion of a wide variety of nationally advertised products.

Strip Spread



AMERICAN MAGAZINE

A CROWELL-COLLIER PUBLICATION

THE 8 - H O U R MILLION FAMILIES READING HABIT

Sales Management

VOL. 48, NO. 7

APRIL 1, 1941

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Notes from the Managing Editor's Desk

(By His Man Friday)

Your Managing Editor is sunk forty fathoms deep beneath the galley proofs, make-up sheets and advertising space reservations of the April 10 "Survey of Buying Power." The over-heated adding machines and calculators are clattering to a wear stop-and the postman is straightening his back after an endless number of thick letters from the Department of Commerce and the U.S. Census Bureau-but the people involved in make-up on SALES MANAGEMENT'S biggest edition of its biggest feature of the year are still in a state of mild insanity.

Readers who have tested their "Marketing I.Q." on the quizzes published in the March 1 and 15 issues probably know already that the new Survey of Buying Power contains surprises aplenty. The 1940 Census figures upset a few markets' applecarts . . . and show a great many more to have been righted and generously reloaded in the decade since 1930.

Vernal Note: The mail is filled, these days, with trusting notes from school-of-business-and-commerce seniors who believe that SALES MANAGEMENT will furnish most of the data for their too-long-delayed these. And every other telephone call begins "I'm a student at New York University (or Columbia or Fordham or CCNY) and I'm writing ..." SM is more than willing to be a part-time pedagogue—but if you've just told your son to "write to SALES MANAGEMENT," for the love of heaven call him off until after April 10!

A. R. HAHN



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Published by Sales Management, Inc., RAYMOND BILL, President; PHILIP SALISBURY, General Manager; M. V. REED, Advertising Manager; C. E. LOVEJOY, JR., Vice-President and Western Manager; R. E. SMALLWOOD, Vice-President; W. E. DUNSBY, Vice-President; EDWIND LYMAN BILL, Treasurer. Publication office, 420 Lexington Avenue, New York, U. S. A. Telephone, Mohawk 4-1760; Chicago, 54. North Michigan Avenue Telephone, State 1266, Santa Barbara, California, 15 East de la Guerra. Subscription price, \$4.00 a year.



"CAN'T YOU FORGET THAT IOWA STATION?"

• Having been in the radio business for seventeen years, we're not so ingenuous as to think that "distance fans" are very important to any station. But WHO gets so many letters from regular listeners in far-off spots that we're almost inclined to draw some conclusions! For instance, referring to our late-evening news-cast, a family in Caredo, West Virginia, writes "We hope... WHO... will continue to be our lullaby every night as long as we both live." A couple in Saskatchewan, Canada, says "we usually make it our bed-time story"... Every week, we receive letters from almost every State in the Union.

What this *proves*, to our minds, is that since WHO gives you the power to climb distant *mountains*, it certainly gives you the power to romp in high gear over the hills and dales of Iowa plus!

Write us for a recent mail map—or just ask Free & Peters!

WHO + for IOWA PLUS! +

DES MOINES . . . 50,000 WATTS

J. O. MALAND, MANAGER

FREE & PETERS, INC. . . . National Representatives

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SALES ye of April HAHN

E. W.

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Never Underestimate the Power of a Woman!



THE LARGEST AUDITED MAGAZINE CIRCULATION IN THE WORLD

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SALES MANAGEMENT

divid

you

ARE YOU BEING PUSHED AROUND?



t's a wonderful thing to be pushed around...by the right people.

Take housewives, for example. When they push your product around in their grocery chariots and out the front doors of supermarkets, you are getting the stuff that smashes sales quotas and makes extra dividends.

But to get this kind of pushing you have first got to do the right kind of pushing on an increasingly important fellow whom we still call the grocer. Say what we may, he is the chap who decides . . .

whether to display your product or not ... where to display it ...

how much shelf space to give it . . .

and what kind of a break to give to your competitors.

The display you get (or don't get) has a tremendous bearing on your sales in self-service stores. There just aren't many salespeople around in the grocery departments of supermarkets anymore. Display does an enormous amount of the selling. If you get good display, you sell in a big way. If you get poor display or no display you just don't cash in on supermarket traffic.

way. If you get poor display or no displyou just don't cash in on supermark traffic.

REACHES the 68,000 biggest volume food markets (independent and local chain) in America.

With so much at stake you want real coverage of the big self-service markets in this country. You want the kind of coverage you can get only with The Progressive Grocer. This one vital magazine with a total circulation of more than 75,000—by far the greatest in the entire food trade—reaches all the big volume food markets—independents and local chains—both service and self-service. It reaches the executives and buyers who control the mer-

chandising operations of all food chains. More than that — it gives you a valuable extra with coverage of the important wholesalers who greatly influence the products and brands that are sold by hundreds of thousands of smaller stores.

No wonder more than 200 food manufacturers use *The Progressive Grocer* year in year out as the backbone of their advertising to the food trade.

THE PROGRESSIVE GROCER

BUTTERICK BLDG., NEW YORK ★ MALLERS BLDG., CHICAGO ★ HOBART BLDG., SAN FRANCISCO

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

**** Best relative outlook

**** Very good relative outlook

*** Good (medium) relative outlook

** Fair relative outlook

* Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked 東東 may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★東東京 In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

| | Sales | Sales | 1 | Sales | Sales |
|------------------------|--------|----------|--|----------|--------|
| | | Prospect | | Prospect | |
| | for | for | | for | for |
| | Apr., | Next | | Apr., | Next |
| | | | | | |
| | May | 12 | | May | 12 |
| | & June | Months | | & June | Months |
| Advertising | **** | **** | Machine Tools | **** | **** |
| | **** | **** | Machinery (Agr'l) | **** | *** |
| Air Conditioning | **** | **** | | **** | **** |
| Airline Travel | **** | **** | Machinery (Ind'l) | ** | |
| Aircraft Sales | | | Meats | 0.000 | ** |
| Automobile Sales | **** | *** | Metal Containers | *** | *** |
| Automobile Tires | *** | *** | Metals (Non-Ferrous). | **** | **** |
| Baking (General) | * | * | Motion Picture Receipts | *** | *** |
| Banks (Revenues) | * | ** | Munitions | **** | **** |
| Beer | * | * | Musical Instruments | *** | **** |
| Building & Materials | **** | **** | Office Equipment | *** | ** |
| Candy & Chewing Gum | | * | Oil (Cooking) | * | * |
| | _ | _ | | **** | |
| Canned Fruits and | 4.4 | 4.4 | Paint | **** | **** |
| Vegetables | ** | ** | Paper (Newsprint) | ~~~ | **** |
| Cereals | * | * | Paper (Wrapping and | | |
| Chemicals (Misc.) | **** | **** | Container) | *** | *** |
| Cigarettes | * | * | Photographic Supplies . | **** | **** |
| Cigars | * | * | Plastics | **** | **** |
| Clothing (Men's, Wo- | | | Printing and Publishing | | |
| men's & Children's). | *** | | Equipment | *** | *** |
| Coal (Anthracite) | *** | *** | | **** | |
| Coal (Bituminana) | | ** | Radios | **** | *** |
| Coal (Bituminous) | *** | **** | Railroad Equipment | **** | **** |
| Cosmetics | ** | ** | Railroads (Net Income) | | **** |
| Cotton Textiles | **** | **** | Refrigerators | ** | ** |
| Dairy Products | * | *** | Restaurants | **** | **** |
| Department Stores | | *** | Rural Stores | *** | **** |
| Diesel Engines | **** | **** | Security Financing | * | * |
| Drugs and Medicines | ** | ** | Shipbuilding | **** | **** |
| Electrical Equipment | ~ ~ | ** | Shoes | ** | *** |
| (Heavy) | **** | | Silk Textiles | * | * |
| Electrical Equipment | **** | **** | On the second se | ** | |
| | | | Soap | ** | * |
| (Light) | | *** | Soft Drinks | | *** |
| Exports | | *** | Sporting Goods | *** | **** |
| Flour | * | * | Stationery (Commer'l). | | ** |
| Furs | *** | *** | Steel and Iron | **** | **** |
| Gasoline and Oil | **** | **** | Sugar | ** | ** |
| Glass and Materials | **** | **** | Surgical Equipment and | | ~ ~ |
| Groceries | * | * | Supplies | *** | *** |
| Hardware | **** | **** | Synthetic Textiles | | FRE |
| Hotels | **** | | (Rayon, Nylon, etc.) | **** | |
| House Furnishings | AAAA | **** | Television | | **** |
| | | | Television | *** | **** |
| (Floor Coverings, | | | Toothpaste and Mouth | | |
| Furniture, Beds, etc.) | *** | *** | Washes | * | * |
| Household Products | | | Toys and Games | *** | **** |
| (Kitchenware and | | | Trailers (Autos) | **** | *** |
| Miscellaneous) | | * | Travel (Domestic) | | **** |
| Imports | 14 | ** | Travel (Sea) | * | * |
| Insurance (Life) | ** | | Trucks | | |
| Jewelry | | *** | Utilities-Electric | | **** |
| Laundey | *** | *** | | ** | ** |
| Laundry | ** | *** | Utilities—Gas | | *** |
| Liquor (Alcoholic | | | Utilities-Telegraph | ** | ** |
| Beverages) | | * | Utilities-Telephone | *** | ** |
| Luggage | * | ** | Washers-Household | ** | ** |

PREPARED by a group of industrial experts under the direction of PETER B. B. Andrews, and specially copyrighted by Sales Management, Inc. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. Sales Management, Inc., 420 Lexington Avenue, New York, N. Y.

Industrial Activity Exceeds 1929 Level; Biggest Still Ahead

The first quarter of 1941 was the greatest such period of aggregate business activity in American economic history, exceeding even the more optimistic forecasts, such as those previously expressed by SM's Future Sales Ratings. Taking a cross-sectional measurement of all industry, this column's Board of Editors estimates the first quarter rise at 25% over that of 1940. To mention one division of general industry, manufacturers' gross shipments in each of the past three months established consecutive records, with gains running up to more than 150% in some of the armament lines.

Momentum of the current tremendous boom is increasing steadily as defense expenditures rise; already armament contracts honeycomb the entire American economic system, with only a very small percentage of the \$30,-000,000,000 appropriations, contract authorizations and proposed expenditures actually spent. Significant to the retailer, who in some instances is bemoaning the fact of his public shrinking through the military draft, is the fact that the coming heavy acceleration in defense activity will bore an enormous hole in the unemployment pile down to the traditional hard core of unemployables. This not only has the implication of higher taxes and operating costs—but also more national income, more prospects, more sales opportunity.

How Will Individual Industries Be Affected?

The materialization of a major boom is a fact containing no news to any wide-awake sales or advertising manager. His questions, rather, are: What will happen to the various individual industries? And the inevitable: Where can we make some money? Price controls, priorities, taxes, changing cost factors, the impact of substitutes, speculative inventory accumulation and other considerations complicate effective industrial analysis. All these factors will have varying effect on individual industries, with few likely to be affected in just the same way or to the same extent. Through its adjoining Future Sales Ratings, SM tries to make the figuring easier by forecasting the next quarter's and next 12 months' relative prospects for 90 industries. The ratings are constantly being checked by authorities in the industries covered.

The most pampered audience you'd ever expect to meet ...



We don't believe there's another audience quite like WBT's. Its extraordinary loyalty to WBT (known to everyone in radio) hasn't just happened. It's been well-earned, and is still earned by the sweat of many collective brows.

No headline-seeking publicity department dreams up the services we render. There's little or no need to devise ways and means to keep WBT listeners happy. Simply by standing by our firm policy that no listener request is too small to be ignored or a listener problem too slight to be overlooked, we stay plenty busy.

We find their lost mules and name

their children. They send us sample swatches, we buy their clothes. We even help guard their school children from colds... snaffling juvenile sniffles in the bud. We are nursemaid, adviser and friend. These and many more.

What WBT...pioneer station of the South...has gained by catering to so many whims of its audience for 20 years is very apparent to WBT clients. WBT listeners have always been more than ordinarily responsive to sales messages... because they like and are loyal to WBT.

That's why WBT broadcast advertisers are so successful in selling the Carolinas.

WBT 50,000 WATTS . CHARLOTTE

"THE STATION AN AUDIENCE BUILT"
Owned and operated by the Columbia Broadcasting System. Represented by Radio
Sales: New York • Chicago • Detroit (St. Louis • Los Angeles • San Francisco

Current Effective Buying Income

(Estimated for 12 Months Ending May 31, 1941)

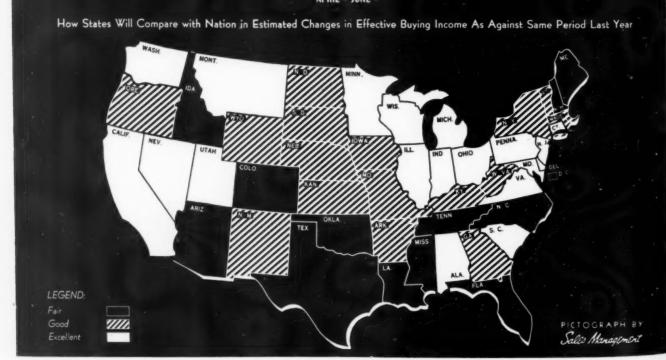
| State & Section | Ratio of Change (USA=100) for 12 months ending May 31 | Per Family Annual, 12 months, thru May | Gain in Millions of Dollars over Year 1940 | State & Section | Ratio of Change (USA=100) for 12 months ending May 31 | Per Family Annual, 12 months, thru May | Gain in Millions of Dollars ove Year 1940 |
|--------------------|---|---|---|--------------------|---|---|--|
| Maine | 92.7 | \$2,158 | 5.36 | Delaware | 101.9 | 2,900 | 6.53 |
| New Hampshire | 95.8 | 2,019 | 6.29 | Maryland | 103.7 | 2,589 | 53.77 |
| Vermont | 97.2 | 2,275 | 5.33 | D. C | 94.7 | 4,126 | 7.00 |
| Massachusetts | 98.0 | 2,940 | 86.54 | Virginia | 102.2 | 1,769 | 46.77 |
| Rhode Island | 99.1 | 2,645 | 11.17 | West Virginia | 98.2 | 1,717 | 11.31 |
| Connecticut | 108.2 | 3,335 | 89.60 | North Carolina | 96.2 | 1,407 | 21.80 |
| New England | 100.1 | 2.847 | 204.29 | South Carolina | 103.0 | 1,288 | 29.15 |
| | 97.2 | | | Georgia | 99.6 | 1,370 | 20.14 |
| New York | | 2,945 | 159.45 | Florida | 96.3 | 1,768 | 18.00 |
| New Jersey | 103.8 | 2,751 | 119.12 | | 99.5 | 1 700 | 214 47 |
| Pennsylvania | 101.1 | 2,624 | 198.43 | South Atlantic | | 1,780 | 214.47 |
| Middle Atlantic | 99.5 | 2,806 | 477.00 | Arkansas | 99.6 | 1,043 | 11.11 |
| | 103.3 | 2,471 | 201.87 | Louisiana | 92.7 | 1,345 | 6.32 |
| Ohio | 104.4 | | 100.87 | Oklahoma | 96.4 | 1,570 | 10.41 |
| Indiana | 101.3 | 2,052 2,472 | 183.02 | Texas | 96.2 | 1,721 | 28.58 |
| Illinois Michigan | 106.0 | 2,472 | 182.16 | West South Central | 95.8 | 1,530 | 56.42 |
| Wisconsin | 103.7 | 2,237 | 74.17 | | 102.0 | | |
| ** 130 41318 | | 4,437 | 74.17 | Montana | 96.6 | 2,227 | 10.00 |
| East North Central | 103.3 | 2,426 | 742.09 | Idaho | 97.4 | 1,788 | 4.69 |
| Minnesota | 100.6 | 2,268 | 54.28 | Wyoming | 95.6 | 2,344 | 4.26 |
| lowg | 99.9 | 2,016 | 45.11 | Colorado | 97.2 | 1,832 | 7.97 |
| Missouri | 97.9 | 1,852 | 40.59 | New Mexico | 96.3 | 1,467 | 4.42 |
| North Dakota | 97.1 | 1,692 | 2.80 | Arizona | 102.9 | 1,855 | 5.19 |
| South Dakota | 99.6 | 1,710 | 5.26 | Utah | | 2,100 | 8.26 |
| Nebraska | 99.1 | 1,740 | 13.51 | Nevada | 102.8 | 2,793 | 2.09 |
| Kansas | 99.2 | 1,630 | 23.52 | Mountain | 98.3 | 1,938 | 46.88 |
| West North Central | 99.4 | 1,913 | 185.02 | Washington | 99.9 | 2,112 | 29.65 |
| | 07.3 | | | Oregon | 97.8 | 1,956 | 16.03 |
| Kentucky | 97.3 | 1,264 | 13.95 | California | 101.4 | 2,600 | 223.27 |
| Tennessee | 96.2 | 1,291 | 10.93 | | 100 5 | 0.420 | |
| Alabama | 102.0 | 1,050 | 20.46 | Pacific | 100.5 | 2,432 | 268.95 |
| Mississippi | 92.7 | 773 | 6.14 | United States | 100.0 | 2,197 | 2,246.60 |
| East South Central | 97.1 | 1,115 | 51.48 | | Relative | | |
| | | A | | - 117 | | | |

Every state in the Union will show an income gain for the year ending May 31, and the national figure is up 7.9%. The first column above, "Ratio of Change," is a yardstick of relative change, with U. S. A. representing 100. At the end of the column appears the actual estimated national change, which this

month is 107.9. A state figure of 94.9, for example, signifies a percentage gain smaller than the nation's. To find that state's gain or loss over its own previous year, multiply 94.9 by 107.9, point off four places. The result, 102.4, means that the state is 2.4% better off, even though its gain is less than the nation's.

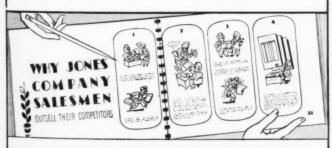
INCOME FORECAST MAP

APRIL - JUNE





"HERE'S A NEW SLANT on getting our dealers to feature our products in their handbills and broadsides—by furnishing them Mimeograph die-impressed stencils with our products already illustrated in them. It's a really low-cost way to get extra promotion and dealer good will—just one of the many sales ideas in this new portfolio!"



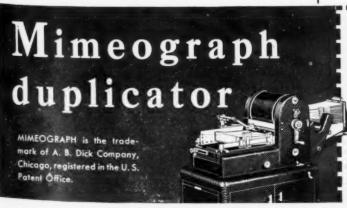
"WE NEED TO GIVE OUR SALESMEN four things to get sales leadership in our field: sales information about our products, information about customers' problems our products can solve, sales inspiration, and report forms to keep our men on their toes. This book shows how to do it more quickly and more economically with the Mimeograph duplicator. Let's put these ideas and Mimeograph equipment to work for us!"

Get Your FREE Copy of "Manufacturing Profits" NOW!

Already this new portfolio, "Manufacturing Profits," has given many sales managers sound, usable ideas for increasing sales and cutting selling costs, with the Mimeograph duplicator as their first assistant. If you want to put these ideas to work for you and your company, write for your copy of this portfolio now!



Send the coupon today for your copy of this free book!



| | 720 W. Jackson Blvd., Chicago, Ill. RUSH me a copy of "Manufacturing Profits." | | | | | | |
|---------|---|--|--|--|------|--------|--|
| NAME | | | | | | | |
| TITLE | | | | | | ****** | |
| COMPANY | | | | | | | |
| STREET | | | | | | | |
| CITY | | | | | STAT | E | |

A. B. DICK COMPANY, Dept. M-441



BY THE MARK-FOUR!

By the mark—four!"..."By the mark—three!"..." 'mark—twain!"... The chanting of the leadsman in the bow of a Mississippi river boat told the pilot what changes were going on beneath the coffee-colored surface of the mighty river ... told him what was shoal and what was channel ... where passage was safe, and where the great, puffing side-wheeler might pile up belly-deep in Mississippi mud.

"Better" - 55.2%. . . . "Same" - 22.1%. . . . "Worse" - 10.2%. "Don't know" - 12.5%. That is the FORTUNE Survey swinging the lead and watching the shifting sands of public opinion, as the nation feels

its way through the treacherous waters of our time.

The above returns came in response to the question: "Do you think our chances of taking care of ourselves successfully (as a nation among nations) are better, worse, or about the same as a year ago?"

The fact that 55.2% report "better" is a hopeful sign. That it is a true estimate of the present attitude of the American people is demonstrated by the record of the Fortune Survey in predicting the outcome of the last two presidential elections: In 1936 the Fortune Survey estimated the popular vote within 1% of the actual

returns. In 1940 FORTUNE'S prediction was even closer — within 0.5%! . . . And in *both* elections FORTUNE'S estimate was more accurate than any other pre-election forecast made.

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The Fortune Survey is not primarily concerned with *prediction*, but with *reporting*. Nevertheless, its remarkable success in prediction is proof of the accuracy it can command in judging the hopes, fears, feelings and beliefs of 130 million people.



Significant Trends

As seen by an editor of Sales Management for the fortnight ending April 1, 1941:

Back Comes the Boom Town

DEFENSE IS BRINGING BACK THE BOOM TOWN, and the boom town to merchandising implies shifting markets, new sales opportunities, new types and amounts of purchasing power, readjustments in sales policies, shifting of sales personnel, new distributors, emphasis upon new sales appeals in advertising and direct selling activities.

The last time you went through Charlestown, Ind., you saw a village of 958 persons. Employment in Charlestown today is 22,000. Construction of the bag loading plant began last month and work on the powder plant is two months ahead of schedule. When the plants go into operation, employment in the du Pont plant is expected to total 7,000 and in Goodyear 3,500.



Bremerton, Wash., is another boom town. From 1930 to 1940 population increased 50% to the new census figure of 15,134—but in the last year it gained another 50%, and even that figure doesn't include thousands of men who commute from Seattle day and night, a one-hour trip. Ferries now make 26 round trips daily. The government is building two housing projects, one of 840 units, another of 600. The small city led the entire Pacific Northwest in construction permits during January. The Puget Sound Navy Yard, its one industry, employs 12,500 men and has a monthly payroll of \$1,500,000. Its nine public schools do double duty now with two pupils to a seat in the daytime and operate double shifts for 2,700 vocational students at night.

The meaning of such changes was driven home forcefully the other day by L. Rohe Walter, advertising manager of the Flintkote Co., New York, in a talk before the Sales Executives Club of New York. He revealed before the guests a likeness of that character of song and story and Sinclair Oil advertising, that venerable institution known as "Big Boy Dinosaur." Mr. Walter said, "He was great in his day but he has long since been the victim of his own wheel base. He demonstrated the utter futility and uselessness of mere size, then he went away to live forever in our museums to be used as Exhibit A graphically to portray the unvarying truth that constant change is the law of life—and business.

Big Boy Dinosaur,' once the mightiest animal on the earth, passed away because of his inability to adapt himself to changing conditions. Unless we, as merchandisers, are alert, aggressive, adaptable, aware of the changes taking place about us, and in step with this fast-moving world, we too, like 'Big Boy,' will pass into oblivion. For myself, I try to keep 'Big Boy' in my consciousness, both as a warning and as a signpost to help avoid the pitfalls he so classically and tragically exemplifies."

In his talk Mr. Walter went into the subject of problems brought about by increasing compulsory diversion of raw materials, skilled labor and factory capacity of the consumer industries in order to speed war orders, and said:

"The rationing of almost all metals for civilian use is in the offing, with aluminum and steel users most likely to be affected first. Manufacturers of appliances, autos, toothpaste and cosmetics are the most conspicuous of a host who face the problem of substitution in product and packag-

ing. . . . It should be noted that this defense saw cuts two ways: While the sales of aluminum kitchen ware decrease, those of enamel ware and earthen ware will rise; more plastics will be used instead of metal in appliances; the shortage of walnut, owing to gunstock demand, serves to introduce cherry as a substitute wood for furniture finishing; carpet makers are already increasing their use of rayon mixtures; and so on ad infinitum as substitute materials meet old and new market opportunities and needs."



We again quote Mr. Walter: "From now on we shall probably make increasing use of all modern sales tools to sell ideas, to explain, to rehabilitate the American business system in the eyes of the American public, to tell the story of the vital part played by business in the defense efforts.

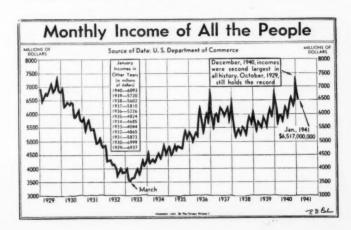
"American industry has a couple of big jobs on hand, according to L. C. Morrow, editor of Factory Management and Maintenance. One is to make more and more defense equipment. The other is to tell the public it is doing so. These twin jobs of industry—DO AND TELL—are both of vital importance.

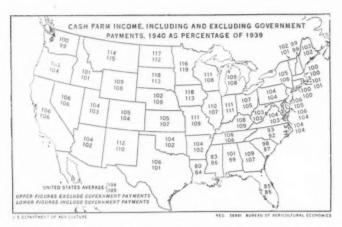
"A promotional program embodying sound public relations recognizes the basic wisdom of the saying: 'Next to doing the right thing, the most important thing is to let the public know you are doing the right thing.'"

Lend-Lease Bill Aids Farmers

GRIPING AND GROUSING seem to be strangely absent from conventions of business men these days. SALES MANAGEMENT editors who have attended conventions in the last month or so were downright s'artled by the almost complete absence of denunciations of "that fellow in the White House." The effect, apparently, was almost as strange as a quiet night in London when there are no bombs dropping and no anti-aircraft guns barking.

As Raymond Clapper puts it, "Until recently we heard business men screaming bitterly about New Deal measures. They were leading to regimentation or Communism or something. But today one reads in the annual report of Alfred P. Sloan, Jr., chairman of General Motors, that 'the government must do some things.' He would have shuddered to think of them a year or two ago. Business men are accepting the intervention of the government on a scale that a year ago would have been regarded as intolerable. That is what the necessity of the situation is





"Spendable" income of farmers last year was about 13% less than 1929—but prices of goods the farmer buys were down 21%. From this the Midwest Farm Paper Unit concludes that farmers were able to buy about 9% more units of goods than in the peak year of industrial prosperity.

bringing about. Sacrifices of privileges also are being asked of labor, but whenever that is suggested labor puts up a terrific cry that its rights are being infringed."

That the American production machine could step up activities so rapidly (from an index number of 110 in the Spring of 1940 to the current level of well above 140) and yet with a minimum of upheaval, is a tribute to business men in every field. Passage of the Lend-Lease bill and the special seven billion dollar appropriation will mean the continuation of the feverish pace of the last few months.

Most of the headlines about the distribution of the Lend-Lease appropriation are for airplanes, engines, ord-nance, ammunition, ships, tanks, trucks, etc.—and one very significant item of more than a billion dollars is relatively ignored. We refer to the dollars allotted for the purchase of farm products. Just as soon as Congressional approval is secured for the Lend-Lease appropriation, a series of British orders for American food will be touched off. This will be tremendously important to American farmers, for the purchases will greatly stimulate their already high purchasing power.

In February, according to the Department of Commerce figures, the index of dollar value of retail sales of general merchandise in rural areas reached an all-time high at 150.8

Purchases of food for consumption abroad, although large, will be less important than the increases in American consumption. Better food, and to some extent more food, is being purchased as a result of higher consumer purchasing power in the industrial sections, and the food industry, traditionally a laggard in the business cycle, is gaining sales volume as compared to a year ago. The quantity of food purchased this year probably will establish a new high record.

*

The increased purchasing power has spread out over the country to such an extent that of the 206 cities which SALES MANAGEMENT measures each month for the High-Spot Cities feature, 193 are expected to have a higher income-sales index in May this year than for the same month of 1940. The top cities, in percentage of pain, as shown on page 66 of this issue, under Preferred Cities of the Month, are Columbus, Ga.: New Bedford, Mass.; El Paso, Tex.; and San Diego, Cal.

*

The big cities in the Preferred list include Pittsburgh, Detroit, Baltimore, Seattle, Wilmington, Bridgeport, Hartford, Memphis, Miami, Cleveland and Louisville. Also in the group of cities with city-zones of 100,000 or more are New Bedford, Charlotte, Norfolk, Jacksonville, South Bend, Tacoma, Rockford, Passaic, Dayton, Canton, Spokane and Flint.

Last Saturday the Grand Coulee Dam near Spokane went into partial operation. The concrete volume equals the volume of four of the great pyramids of Egypt; the height of the dam will be two and a half times the height of Niagara Falls; it will permit enough water to flow over the dam each year to provide New York City with water for a century; the dam will hold 2,000 gallons of water for every man, woman and child in the world. And, more important, it will add tremendously to the agricultural and industrial income of the area.

Cited for Excellence

ANNUAL REPORTS FOR THE YEAR 1940 are conspicuously better than in previous years. Corporate management at long last has realized the importance of doing a selling job on both stockholders and employes.

One of the best stockholders' reports is that of the Monsanto Chemical Co., which devotes several well-illustrated pages to its products, its plant, its overseas operations, its defense activities and its pension plan.

*

Goodyear's annual report to employes not only presents a profit and loss statement in terms which a worker can understand, but discusses frankly a number of the problems of management.

Sales managers are often accused by other officers and fellow managers of taking a short-sighted attitude on the company's advertising, of insisting too much on the kind of copy designed to move merchandise quickly. They have the reputation of being generally opposed to the institutional and the good-will type of advertising. Of course, the indictment cannot be brought against all sales managers, and certainly not against the sales department of the Simmons Co., which has invested a considerable sum of money last year and this in ads devoted principally to their employe relationships—telling the public the kind of person who makes Simmons' products. Last year they ran an advertisement along this line in the Chicago Tribune and the response was so great that it was run as a doublepage spread in the Saturday Evening Post a few weeks later. A company officer tells me, "We were completely surprised at the reception and response that resulted from this advertisement and it certainly seemed to have farreaching effect." Recently the company ran another spread along the same general lines.

The March issue of Mill and Factory includes a large chart which portrays practical methods of safeguarding plants from wreckers, spies and saboteurs. It is an important contribution to defense activities because saboteurs are definitely at work trying to destroy many of America's key defense plants.

The Bureau of Foreign and Domestic Commerce has released its "Atlas of Wholesale Dry Goods Trading Areas." The report, in addition to its use by wholesale dry goods houses, has value also for the manufacturer who distributes through wholesalers, for it will help him in such matters as sales territories, quotas and selection of advertising media. Thirty cents from Superintendent of Documents. PHILIP SALISBURY

[16]









Beitzel

Pattie

Anderson

Rollans

GEORGE B. BEITZEL, sales manager of Pennsylvania Salt Manufacturing Co., Philadelphia, has been elected president of the Sales Managers' Association of Philadelphia. He will assume his new duties at the Fall meeting. For the past 11 years he has been with Pennsylvania Salt, handling such specialty products as water purification and swimming pool sanitation.

D. M. PATTIE has been named manager of dealer sales of Wood Conversion Co., St. Paul, maker of Balsam-Wool and Nu-Wood. Joining the company in 1923, he introduced Balsam-Wool insulation to the Pacific Coast, West and Southwest. Four years later he was made manager of the Kansas City office. In 1936 he became assistant general sales manager. EDWIN J. ANDERSON succeeds the late Walter F. Haas as president and general manager of Goebel Brewing Co., Detroit. For the past three years Mr. Anderson was vice-president and general sales manager of Goebel. Before that he was general sales manager of Hiram Walker, Inc.; sales and ad manager of ABC Washer Co., Peoria; ad manager of the Indianapolis News; and ad manager of Marshall Field & Co., wholesale division.

DEAN ROLLANS is appointed general sales manager of Wickwire Spencer Steel Co. and its subsidiary American Wire Fabrics Corp., New York. He has been with the company for the past 13 years, since 1930 as general credit manager and assistant treasurer. Before that he was with Intl. Supply Co. of Tulsa.

NEWS REEL









Hamilton

Dorfman

McQuigg

Badley

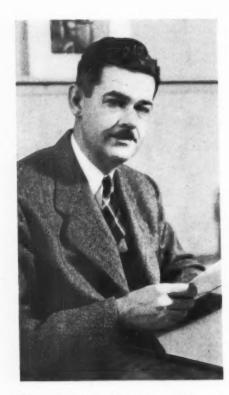
R. L. Hamilton is elected vice-president of Dumore Co., Racine, Wis. He has been with the firm since his graduation from Notre Dame in 1934. He was advertising manager from 1935 to 1937, and in 1938 he took over the duties of sales manager. He is on the Board of Controls of the Electric Tool Institute and chairman of the membership committee of the American Supply and Machinery Manufacturers Association.

ROBERT DORFMAN, who has been vice-president in charge of the New York office of the Randall Co., ad agency, becomes an executive with S. Augstein & Co., College Point, L. I., makers of Socony sportswear. He was with Randall's Hartford office and for ten years before that was with Fairchild Publications. JOHN L. McQuigg has been elected vice president of Geyer, Cornell & Newell, New York and Detroit ad agency, and manager of the Detroit office. He joined the company six years ago, coming to the New York office from Dayton, Ohio, where he was with Frigidaire. Previously he had been ad and merchandising manager of West Texas Utilities, at Abilene, Tex. For the past three years he has been account executive in charge of Nash Motors. He will continue in this capacity.

C. L. Badley, field manager of the acoustical department of Celotex Corp., Chicago, has been appointed special consultant to the business office market. He will work through the 52 Celotex acoustical products distributors throughout the U. S.

Photograph of Mr. Beitzel by Bachrach; Mr. Rollans, by Conuay Studios.

Branded & Advertised Wallpapers Pull United Out of Red Ink



Vice-president and Secretary Yates, a native of Missouri, came to Chicago in 1924 as comptroller of Hartman Furniture Co. After three years he moved to assistant comptroller of Montgomery Ward. Later, for six and a half years, he was comptroller and merchandising manager for Lady Esther, Ltd. He joined United Wallpaper in 1939. His duties there consist chiefly of acting as general manager of the various factories that comprise the organization. His hobbies: Golf, fishing, aviation. Whenever possible he travels by air both for business and pleasure.



Based on an interview with

WILLIAM H. YATES

Vice-President, United Wallpaper Factories, Inc., Chicago Over a year ago United Wallpaper Factories, Inc., decided to invest \$800,000 in a complete new marketing plan. It called for promotion of wallpapers by brand, national advertising, a research program to insure quality. The result of the first year's operation: A \$216,000 net loss turned into a \$320,000 net profit.

 Net sales, year ending June 30, 1939
 \$5,297,132

 Net loss, June 30, 1939
 216,197

 Net sales, June 30, 1940
 \$6,392,223

 Net income, June 30, 1940
 320,265

Net gain, 1940 over 1939.... \$536,462

HE figures above show in a graphic manner what happened when an old-established manufacturing organization for the first time in its history plunged into national advertising, streamlined its merchandising according to modern technique and definitely began to sell its product under brand name—stressing quality rather than price. It is the story of United Wallpaper Factories, Inc., of Chicago.

When United's merchandising plans were completed, a little more than a year ago, this magazine published a story, built around an interview with A. J. Browning, its president, which told in detail the steps taken. (See SM, December 1, 1939.) It was a big and bold job because styling, designing, sampling, national magazine advertising and dealer advertisings helps called for expenditures totaling around \$800,000. It took courage because, treading a new pathway, nobody knew just what would happen.

Plans for the campaign were laid in the last half of 1939. Before the first national magazine advertisement had appeared in the Spring of 1940 the shadow of coming events could be seen. In the readying process United's salesmen had carried the story of the coming promotion to hundreds of jobbers and distributors and these, with United's salesmen, had passed it on to thousands of retail dealers and paper hangers.

The result was instantaneous. "Unitized" wallpaper, as the brand was known, went onto dealers' shelves throughout the nation. Dealers and

paperhangers, equipped with sample books, point-of-sale materials, and an entirely new sales story, did their job. Women responded literally by the millions. ten

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They were told that they could get a washable paper, a paper that had withstood fade tests, paper that was guaranteed to hang and look right. The women of America have long been brand conscious in the matter of most of the items they buy. Manufacturers in a wide variety of lines had prepared them mentally for branded wallpaper. United cashed in on that.

Now, starting its second year in national magazine advertising, United has taken another step. Last year's advertising was in black and white. It clicked, it was profitable, as the records show. Direct mail inquiries were large. But, being the company's first national campaign, it was in a measure

This Spring United goes to many full-color advertisements in full pages. It is investing in its Spring campaign alone more than twice as many dollars as it put out for the entire year in its initial effort. It uses photographs which show room set-ups with furniture, draperies and carpets as well as the wallpaper. Besides that, a half dozen or more samples of wallpaper swatches are shown in their true colors.

The first advertisement appeared in the February issues of national monthlies and will continue well through the Spring redecorating season. The magazines used include American Homes, Better Homes & Gardens, Good Housekeeping, House & Garden, House Beautiful and Ladies Home Journal. This selection is based on the belief of the executives that, to sell wallpaper, a concentrated housewife readership is of first importance.

Added to this the company supplies, without charge, a variety of newspaper

mats. These range from one inch to ten inches deep and from one to four columns in width; more than 150 varieties in all sizes. Last year, in lesser variety, they were used in newspapers in every state in the Union.

William H. Yates, vice-president, came to United in the reorganization of the executive staff, being drafted from the cosmetic industry. Like President Browning, he was new to the wallpaper industry but skilled in

merchandising.

The policy he believes in is an "all out" to find what the housewife wants in wallpaper and to give her what she wants. He has been a strong advocate for such developments in the wallpaper merchandising field as the National Wallpaper Style Show. He has watched with enthusiasm the newly awakened interest on the part of magazine and newspaper editors in the "news interest" in wallpapers.

"Editors have shown more concern over wallpapers in recent months than ever before," he said. "They are taking a remarkable interest in styling, in the new color schemes, and are impressing their wallpaper-consciousness upon the minds of the readers by means of stories and articles which have an interest undreamed-of in the past. Only a small part of this publicity mentions United but it means much to the industry as a whole.

Riding on a Wave

"I believe that this has all come about naturally enough. With the advent of handsome mechanical refrigerators, finer kitchen equipment of all kinds, including streamlined stoves and cabinets and sinks . . . with the modernizing of living rooms and bedrooms . . . women have come to the realization that the job could never be complete until the walls, too, were made as beautiful and modern as possible.

"The women of America, say what you will, today take more pride in their homes than ever in the past and they insist not only in making them livable but beautiful. Their reaction to better wallpapers has been little

short of amazing."

On top of doubling its advertising appropriation for the Spring months, United is carrying its educational program to the housewives of America forward on several fronts. One of the new media is a motion picture recently completed by Chicago Film Laboratories. This film, with sound, employs a cast of professional movie actors augmented by a supporting cast of skilled factory workers, and is built primarly around (a) the manufacturing mechanics of wallpaper, showing



The "Answer Book" (above) is one of the dealer helps included in United's promotion kit. It describes the national campaign and how to hook onto it, how to make window displays, use direct mail, etc.

Wallpaper has suffered from a surfeit of unbranded, shoddy quality products. In the full color page at right, inserted in a half dozen national magazines, United seeks to impress its brand name, guarantees satisfaction. Ads are aimed at women's desire for attractive homes.

Below are more items in the Unitized dealer kit: Window poster, direct mail folders, counter and window cards, price markers, enlargements of national ads, photographs of rooms decorated with various wallpapers, and other material useful to the retailer in and out of his store.





equipment and methods, the pictures taken in a plant; (b) the story of how wallpaper is tested to prove that it is washable, non-fading, etc.; (c) a human interest story of a young mother and her small son who has a faculty of smearing the walls with his jamcoated fingers.

The picture is first being shown to meetings of distributors, dealers and paperhangers, more than 100 showings having been scheduled prior to April 1. Later it will be used in department stores and then go to women's clubs. It runs 17 minutes.

Another feature of the Spring selling campaign is an advertising and point-of-sale promotion kit. Prepared at a cost of just a little less than \$6,

Unitized Dealers Climb Aboard the Bandwagon

Recapitulation of Unitized wallpaper advertisements, ranging in size from one column by four inches, to four columns by ten inches, placed in newspapers by wallpaper dealers, March-June, 1940, inclusive.

| wallpaper | dealers, | March | June, 1 | 910, in- |
|-------------|----------|-------|---------|--------------|
| clusive. | | | N1 | Tatal |
| | | | No. of | Total No. |
| E | | | News- | |
| States | | | papers | of Ads |
| Alabama . | | | 3 | 10 |
| Arkansas . | | | 3 | 11 |
| California | | | 19 | 36 |
| Colorado . | | | 6 | 20 |
| Connecticut | | | 15 | 68 |
| Delaware . | | | 2 | 36 |
| D. C | | | 2 | 5 |
| Georgia | | | 3 | 8 |
| Idaho | | | 2 | 2 |
| Illinois | | | 49 | 211 |
| Indiana | | | 48 | 290 |
| Iowa | | | 31 | 181 |
| Kansas | | | 18 | 105 |
| Kentucky | | | 11 | 37 |
| Louisiana | | | 8 | 60 |
| Maine | | | 6 | 72 |
| Maryland | | | 4 | 12 |
| Massachuse | | | 9 | 34 |
| Michigan . | | | 27 | 143 |
| Minnesota | | | 14 | 51 |
| Mississippi | | | 5 | 24 |
| Missouri . | | | 16 | 39 |
| Montana . | | | 5 | 9 |
| Nebraska . | | | 4 | 7 |
| | shire . | | 1 | 2 |
| | v | | 12 | 85 |
| | 0 | | 3 | 5 |
| | | | 49 | 493 |
| North Care | | | 7 | 11 |
| North Dak | | | 4 | 7 |
| | | | 51 | 228 |
| Oklahama | | | 7 | 18 |
| | | | | 21 |
| Pennsylvan | | | 39 | 188 |
| Rhode Isla | | | 5 | 63 |
| South Car | | | | 15 |
| South Dak | | | | 14 |
| Tennessee | | | | 45 |
| Texas | | | | 69 |
| | | | | 11 |
| Virginia . | | | | 59 |
| Vermont . | | | | 97 |
| West Virg | inia | | 11 | 66 |
| Washington | | | | 12 |
| Wisconsin | | | 18 | 141 |
| | | | | |
| TOTAL | | | 550 | 2 000 |
| TOTAL . | | | 578 | 3,089 |

it is sold to dealers for 50 cents. The charge is made as a matter of psychology. Mr. Yates commented:

"Send something out free and, very often, the recipient finds little interest in it. Thousands upon thousands of free kits' and packages containing promotional materials are never opened. But bill a dealer for it and right away he wants to know what he's getting for his money. Our bill, we think, is the package-opener. When the dealer opens it and looks into it he's surprised at what he gets for his money—and that's what we want.

"Again, when he has paid good money for something, even though it is only 50 cents, he's more likely to try to get his investment back. It isn't that we want the 50 cents; but what we do want is the dealer's interest in the kit." will

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The kit, which comes in a large, flat carton, contains the following:

1. A 28-page wallpaper dealer's answer book. This, 11 x 17 inches, tells the story of the national advertising campaign and how to tie in with it; shows all available newspaper mats in proof form with key numbers for ordering; has pictures of a considerable variety of store windows illustrating how to build wallpaper windows, some with Spring flowers and others in "color symphony," June (Continued on page 79)

Advertising Campaigns

Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters and Trade Press

P & T Expands

With sales running 19% ahead of last year (which was the best since Repeal) Park & Tilford Distillers, N. Y., has increased its Spring ad budget by 25%. Copy, much of it large-size, will be placed in some 100 newspapers c-to-c. Esquire and New Yorker and a "comprehensive" list of business publications are additional. Brands to be featured are P & T's domestic whiskies.

A separate drive on Vat 69 Scotch is now running in key city newspapers and in *Esquire*, *Fortune*, *New Yorker*. A new copy theme places the headline, "A wee bit of heather, and light as a feather" on a musical score.

Charles M. Storm, N. Y. agency, is in charge of the account.

Best By Taste-Test

That is the slogan under which Nehi Corp., Columbus, Ga., has launched the biggest ad effort ever for Royal Crown Cola. How Hollywood stars tasted leading colas in unlabeled cups and picked Royal Crown as best every time—will be explained to readers of over 750 newspapers, nation-wide.

Two separate series will be used. One consists of 500-line space, the other of black and white comic strips.

A transcribed radio program, featuring comedians Howard and Shelton, will be broadcast "on more stations than any other program in the country." The show will go out three and five times a week over 315 stations.

Further, 24-sheet posters in more than 1,500 towns will carry pictures of the Hollywood luminaries and their endorsements for the next six months. Space in 14 women's and trade publications (including Family Circle, Good Housekeeping, Woman's Day) supplements.

BBDO, N .Y. office, is the agency.

Safe-T Cones

Ice cream cones, "the luxury of youth, but a refreshing treat for millions of all ages," are being nationally advertised by Illinois Baking Co., Chicago, in Life and in American Druggist, Drug Topics, Soda Fountain & Quick Food-Service.

Such dealer helps as window displays, posters, etc., and offers of a cone stand and an ice cream disher and dip dispensary are additional.

Consumer copy points out that "the patented Safe-T ring and ribs keep Safe-T cones from breaking and dripping" and "made from an exclusive sugar, milk and honey recipe... Careful baking... brings out the tantalizing honey flavor." Sibert agency, Chicago, is in charge. The campaign is the most ambitious in the history of the ice cream cone business.

Batter Up, Atlantic

When the baseball season opens April 15, Atlantic Refining Co., Philadelphia, will start the largest series of broadcasts in its six year of airing major and minor league games. Some 2,400 games will be given play-byplay. Three National and two American League teams, four teams of the International League, all eight teams of the Eastern League, four of the South Atlantic League, and two of the Piedmont League. Various hook-ups

will be utilized, depending on the

game.

So that listeners may not fall behind on world news (a whole country may change hands nowadays in one inning) summaries of foreign and domestic news events will be deftly inserted between the play-by-play descriptions.

N. W. Ayer & Son, Philadelphia, is

the agency.

Sporty Gillette

Gillette Safety Razor Co., Boston, has signed a contract to sponsor broadcasts of fights of the Twentieth Century Sporting Club for a year, beginning June 1, with an option of another to follow.

Twentieth Century, as fisticus f fanatics know well, headed by Mike Jacobs, has most of the big-time pugilists under contract. Its fights are held in Madison Square Garden, Yankee Stadium, Polo Grounds in New York and in other cities. The broadcasts will be over a c-to-c Mutual network.

With this agreement, Gillette steps into first place as sponsor of sporting events. It will broadcast the Kentucky Derby; sponsored broadcasts of the World's Series last year and the year before, and has an option on the '41 Series; it carried broadcasts of the East-West Orange Bowl and Cotton Bowl football games last season, and of National League hockey games.

Maxon, N. Y., is the agency.

Re-tiring Boy

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One of the most famous advertising trade characters gets a new lease on life early this month when the Fisk "Time-to-Re-tire" boy appears in two-page, four-color insertions in *Life* and *Saturday Evening Post*. Now owned by U. S. Rubber Co., N. Y., Fisk tires will get the "largest advertising campaign in 17 years," with space ranging from the double pages in four colors to single pages in b. & w.

This will be the 35th year that the Fisk sleepyhead has sold tires. Artist Burr Giffen drew him in a pencil sketch in 1917. Later Edward Eggleston painted him in oil. Through the years he was retouched many times by various artists. In 1928 his yawn was replaced by a smile and his one-piece pajama was supplanted with an up-to-date coat-and-pants. In 1934 he got back his yawn and pajama, but only at the cost of a lot more retouching.

Recently U. S. Rubber took the oil portrait to several artists and asked them for entirely new sketches. All replied that they could not recapture the charm of the original. So a complete restoration job was done, and he emerges as of yore. Now he is boosting the Fisk Safti-Flight tire with Safety Stripe Tread.

CAN A VENE

Tom Young, U. S. Rubber ad director, and Jim Cochran, of Campbell-Ewald, inspect a famous 35-year-old youngster.

U. S. Rubber, besides its effort for Fisk tires, promotes its Royal Master tire in 450 newpapers of 420 markets. Though paid for by U. S., the ads are signed by local dealers. Latter must match this expenditure by their own campaigns in papers, radio or outdoor. U. S. also starts a series in Collier's, Life, Saturday Evening Post. Four-color pages will predominate.

Campbell-Ewald, N. Y., is the

Double Delight

Northwestern Yeast Co., Chicago, maker of Maca, a dry granular yeast which "keeps without refrigeration," is introducing it to rural homes with a premium. The "Double Delight Offer" consists of six gladioli bulbs and two packages of flower seeds for ten cents and three Maca yeast wrappers. Country people, who do more home baking than their city cousins, are urged to "Have a garden your friends will enioy. Make bread and rolls your family will love."

Black and white space, two columns by 143 lines, is appearing in:

American Agriculturist, Better Homes & Gardens, Capper's Weekly, Country Gentleman, Dakota Farmer, The Farmer, Farmer-Stockman, Home Arts Needlecraft, Indiana Farmer's Guide, Kansas Farmer, Michigan Farmer, Missouri Ruralist, Montana Farmer, Nebraska Farmer, Ohio Farmer, Oregon Farmer, Pathfinder, Prairie Farmer, Progressive Farmer, Rural Gravure, Wallace's Farmer, Washington Farmer, Western Farm Life, Wisconsin Agriculturist.

Hays MacFarland, Chicago, is the agency.

Getting Warmer

Buds on the trees also mean budding advertising efforts. Here are a

few of the larger programs now getting under way or about to start:

Congress Cigar Co., N. Y., will use some 100 newspapers, mostly in the Midwest where payrolls have been swelled by defense work, for its La-Palina cigars. Weekly insertions are sapplemented by spot radio and car cards. Agency: Marschalk & Pratt, N. Y. . . .

Perkins Products Co., Chicago, will use 3,900 dailies and weeklies and 18 magazines for its Kool-Aid, packaged powdered beverage. Agency: Mason Warner Co., Chicago . . .

Ruppert Brewery, N. Y., will employ 145 newspapers, radio, class magazines, outdoor and trade papers for its beer and ale. Newspaper copy will run in 31 states. Agency: Ruthrauff & Ryan, same city . . .

Nash Motors is using some 1,500 newspapers, with larger and more frequent insertions, spot radio, magazines, and outdoor posters in a heavy Spring campaign. Agency: Geyer, Cornell & Newell, N. Y. . . .

Sun Oil Co., Philadelphia, begins a drive for Nu-Blue Sunoco gasoline in 350 newspapers from Maine to Virginia, in Florida, and west to Ohio and Michigan. Lowell Thomas' broadcasts on the NBC Blue network continue. Agency: Roche, Williams & Cunnyngham, Philadelphia.

Masterworks

Columbia Recording Corp., N. Y., subsidiary of Columbia Broadcasting, has begun a series in *Life*, *Newsweek*, *New Yorker*, *Time* on its "Masterworks" classical phonograph records. Ads will run once a month until September and thereafter every two weeks in the peak record-buying season.

Copy themes include "world famous artists now recording exclusively" for Columbia, and the new low prices

(Continued on page 61)

Where Do Sales Managers Come From?

Answer: Most of them earned their spurs as salesmen, and many got their first executive training as assistant sales managers. Few sales managers come out of finance, or credits, or the factory.

BY H. H. MAYNARD

Professor of Marketing, The Ohio State University

HERE do sales managers come from? What positions do they hold just before assuming a managerial position? Although this is an important question, research reports and studies fail to disclose data bearing on it. It was therefore decided to find out what positions seem best to lead to sales management, so that executives who select sales managers might profit from the experience of other executives, and ambitious employes may be guided—insofar as they are able—to direct their own careers.

The study was made by asking the cooperation of the sales managers of 300 companies selected from the Directory of National Advertisers. They were asked a number of pertinent but personal questions.* An offer to send the results of the study to each cooperator proved effective, since 109 of the persons queried returned report blanks. When the names were selected, a conscious effort was made to give representation to the principal industrial groups in proportion to the number of companies listed in each group.

Although it is recognized that many important sales managers are not connected with companies which carry on national advertising, and that the questionnaires returned do not bear the same proportional industrial representation as did the original list, it is felt that the study is based upon a fair

cross-section of the sales managers of the country. At least it suggests a fruitful area for further study.

One important query related to the position held immediately before becoming a sales manager, for it was desired to know what type of experi-



Ewing Galloway

"Packing a sample case" is still the most important step up for men on the way to a sales managership. ence seems to be most useful. Table I shows the results. It is significant that two types of employment, selling and acting as an assistant sales manager, furnished equal numbers of sales managers; and that together these two areas furnished 67.8% of the entire group of executives. Obviously the young man who is ambitious to become a sales executive can do nothing better than to get out and sell, since it is probable that most of the assistant sales managers were salesmen before being promoted.

Emphasis on the functional and administrative nature of the office of sales manager, which has been so important in recent years, does not seem to have removed the necessity of actually "packing a sample case." Significantly, no one of the 109 managers came from the factory, the credit office or the traffic department, and only

Table I

Position Held Immediately Preceding the Sales Managership

(Irrespective of company affiliation)*

| Position | Number | Per Cent of Total |
|---------------------|--------|----------------------|
| Salesman | 37 | 33.9 |
| Branch Manager | . 5 | 4.6 |
| Advertising Manager | 5 | 4.6 |
| Assistant Sales | | |
| Manager | . 37 | 33.9 |
| Sales Manager | | 5.5 |
| All Other | | 12.9 |
| Not Reported | | 4.6 |
| Total | 109 | 100.0 |

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* For a consideration of company affiliation see Table II.

five formerly functioned as advertising managers. It is highly probable that most if not all of these five obtained the sales manager's desk only when advertising and sales were combined under one executive in accordance with the present trend.

This portion of the report may be summarized by saying to the young man who hopes to become a sales executive that there is no substitute for actual road or territorial sales experi-

Should the sales manager come from within or without the organization? This question has been debated in sales circles for years, and cogent arguments for each point of view have often been presented. Although it is not argued that what is done is right merely because it is done, it is worthwhile to examine Table II long enough to note that 79 of the 107 sales managers covered in this study

* The author is glad to acknowledge his debt to the Bureau of Business Research of the Ohio State University for its help in planning and preparing the questionnaire used. Prof. L. S. Kellog gave special aid.

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Table II

Position Held Immediately Preceding the Sales Managership

(Classified according to company affiliation)

| | Position | Number | |
|----|--------------------------------------|------------|-----|
| A. | With present company | | |
| | Salesman | 27 | |
| | Assistant Sales Manager ¹ | 37 | |
| | | | |
| | Branch Manager | | |
| | Advertising Manager | 5 | |
| | Miscellaneous ² | 5 | |
| | | (Milleren) | |
| | Total with present company | | 79 |
| B. | With another company | | |
| | Salesman | | |
| | (a) Directly competitive company 5 | | |
| | (b) Not directly competitive 5 | 10 | |
| | (b) Not directly competitive 3 | 10 | |
| | C.I. M | 6 | |
| | Sales Manager | | |
| | Owner | | |
| | Miscellaneous ³ | 6 | 25 |
| | | | |
| No | t Reported | | 5 |
| | Total Replies | | 109 |

For analysis of duties see Table III.

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Classification includes Production Manager, Office Manager (2), Mechanical Engineer, and Advertising and Sales Coordinator.

Composed of Advertising Agency Executive, Engineering Research Executive, Export Sales Manager, Advertising Manager, General Manager, and Sales Engineer.

of these areas of operation seems to lead to the larger office.

The young man who is looking forward to work as a sales executive should be directly interested in Table IV. It is of equal interest to the general executive who is looking for promotional material because it bears on the question of how long this group of sales managers worked in their previous positions before securing promotion.

It is not accidental that the smallest group had been employed in their positions only from one to three years, and that employment for less than five years, a period applicable to 37.7% of the group is apparently not entirely sufficient for advancement since a slightly larger group—41.2% of the whole—worked from five to ten years in one position before promotion. That a degree of ripeness and maturity is essential must be concluded when one realizes that almost one-fourth worked for more than a decade before the opportunity for larger duties came to them.

Another phase of the personal equipment brought to their task by this group of sales managers is revealed by the facts shown in Table V: The complexities of a modern sales of-

were employes of the same company for which they now work before they became sales managers. Furthermore, Section B of this table shows that sales managers who were salesmen with another company came from competitive and non--competitive organizations in equal proportion. Many executives argue that it is not wise to take men from competitors. This to take men from competitors. section of the study apparently shows that it is not done very often.

Because one-third of the sales managers studied were assistants in the same office before assuming full reponsibility, it is interesting to analyze Table III, for it bears on the duties of the assistant sales managers who later became the major executives in that department. Although there seems to be some tendency to assign functional duties to assistant sales managers, the largest group is composed of assistants with general duties involving whatever work was assigned by the sales manager from time to time. But even more significant is the fact that 14 of the 37 assistants had strictly functional duties, i.e., six were in charge of training and eight had basic responsibility for sales correspondence. Executives are familiar with the arguments for such a division of work as well as the limitations of the plan.

Although only five of the 109 sales managers were in charge of branches before becoming sales managers, Table III shows that 10 of the

Table III Analysis of Duties of the Assistant Sales Manager

(37 Replies)

| Duty or Responsibility | Number of Mentions | Per Cent of Mentions |
|---|-----------------------|-------------------------|
| . In charge of one product or line | 6 | 10.7 |
| 2. In charge of one territory branch | | 17.9 |
| 3. A general assistant to the Sales Manager | | 32.1 |
| In charge of training | | 10.7 |
| . In charge of correspondence | | 14.3 |
| 6. No reported differentiation | | 14.3 |
| | | |
| Total mentions | 56 | 100.0 |

37 assistant managers who later became sales executives had responsibility for one area of the country, as for example the Northeastern states or the Pacific Coast, even though they did not actually manage a branch. Obviously such training is valuable for the future sales executive. Similarly valuable is the experience which was gained by the six assistants who had charge of a portion of the entire or larger line.

From the facts shown in this table, it is evident that there are a number of feasible divisions of work which may be followed by sales executives whose duties are so heavy as to demand an assistant, and that any one

Table IV

Time Spent in Position Immediately Preceding Sales Managership

| Period of Years Number | Per Cen of Tota |
|------------------------|--------------------|
| 1 but less than 3 16 | 14.7 |
| 3 but less than 5 25 | 23.0 |
| 5 but less than 10 19 | 17.4 |
| 10 years or more 26 | 23.8 |
| Not reported 23 | 21.1 |
| Total 109 | 100.0 |

Table V Educational Experience of Sales Managers

| Highest Education Received | Number | Per Cent of Total |
|---|------------|-------------------|
| College graduate | | |
| Degree: | | |
| Doctor's 2 | | |
| Master's 3 | | |
| Bachelor's34 | 39 | 35.7 |
| _ | | |
| Partially completed college | 14 | 12.9 |
| High school plus business school graduate | 11 | 10.1 |
| High school graduate | 19 | 17.4 |
| Business school graduate | 8 | 7.3 |
| Grade school graduate | 10 | 9.2 |
| All other | 4 | 3.7 |
| Not reported | 4 | 3.7 |
| | ********** | |
| Total | 109 | 100.0 |

Basis of Tabulation:

(1) When a college graduate was reported without statement of degree or qualifying terms, a bachelor's degree was assumed.

(2) The "partially completed college" classification includes one to three years of college work.

Particular information as to degrees:

(1) Specifically business or commerce...........3

(2) Specifically engineering.................................6

fice demand the larger point of view and the basic personal development which comes to the college trained man. Significant, indeed, is the fact that well over one-third of the sales managers studied possess a college education, and that just under onehalf of them had at least some college training. If it were possible to compare this fact with the percentage of college-trained men in sales staffs, the importance of college training for

the future sales manager would, it is believed, be even more strikingly pictured.

Only 9% of the entire group reached the sales manager's desk with only a common school education. A further analysis of the study shows that 86% of the sales managers receiving more than \$10,000 a year have at least a high school education, and that 68% of this higher salaried group are college trained.

Table VI Starting Salaries in Position of Sales Manager

| Salary per Year | Number | Per Cent of Total |
|----------------------------|--------|-------------------|
| Under \$2,500 | 11 | 10.1 |
| \$2,500 but under \$5,000 | 32 | 29.4 |
| \$5,000 but under \$7,500 | 26 | 23.8 |
| \$7,500 but under \$10,000 | 8 | 7.3 |
| \$10,000 or more | 6 | 5.5 |
| Not reported | 26 | 23.8 |
| Total | 109 | 100.0 |

Table VII Present Salaries of Sales Managers

| Salary per Year | Number | Per Cent of Total |
|----------------------------|--------|-------------------|
| Under \$2,500 | 2 | 1.8 |
| \$2,500 but under \$5,000 | 14 | 12.8 |
| \$5,000 but under \$7,500 | 26 | 23.8 |
| \$7,500 but under \$10,000 | 12 | 11.0 |
| \$10,000 or more | 41 | 37.6 |
| Not reported | 14 | 12.8 |
| Total | 109 | 100.0 |

The salary aspect of the sales manager's position was not overlooked in the study being reported. Tables VI and VII reveal pertinent facts of interest to both executives and those who hope some time to be sales managers. It is obvious that there is no one salary which characterizes the sales executive office, for the duties and qualifications are diverse. But it is very encouraging to discover that although 40.2% of the group began their work at less than \$5,000, only 14.6% of the salaries of the group are now below that amount.

Detailed analysis of facts not here presented shows that only one of the 11 men who began at less than \$2,500 still remains in that bracket, and that two of that group have advanced to those who now are paid more than \$10,000. One of many interesting points of such an analysis is that only six of 33 sales managers who are now in the over \$10,000 group and who reported their starting salaries began at less than \$5,000 and that six of the group received more than \$10,000 when they entered upon their duties.

Esso Builds Ad Campaign Around "Life with Father"

'Life With Father," by Russell Crouse and Howard Lindsay, is one of Broadway's longest-run and most successful hit shows. Because it, and the book by Clarence Day, Jr. on which the play was based, are familiar to millions, it is being used as the theme of

a campaign by Esso Marketers.

A series in 72 newspapers of New England and Middle Atlantic states tie up to the show. McCann-Erickson, N. Y. agency, handles these. The "Es-so Reporter" on some 13 stations in the same territory will repeat the same "Life With Father" sales slant. Mar-schalk & Pratt, N. Y., is the agency Outdoor posters are for the radio. scheduled, too.

Situations in the ads and commercials explain that "Father" is reluctant to keep pace with the times, to spend money, or to improve the comfort of his home. An Esso oil burner, it is pointed out, would have solved many of his, and his family's troubles.

The series is probably the first time that a hit show has been given as extensive and intensive a hook-up with a commercial product.

Lever Bros. sponsors a new program. "Hollywood Premieres," on 71 CBS stations for Lifebuoy soap. Time: 10:00 to 10:30 p.m. EST. Louella Parsons acts as hostess to movie stars. Agency: William Esty, N. Y.



Three Kelvinator executives who searched to the bottom of their marketing problems and acted on the facts they found, tack up the 1941 slogan on the sales department wall. In the usual order, they are: Charles T. Lawson, manager of the household appliance division; Frank R. Pierce, general sales manager, and George W. Mason, president of Nash-Kelvinator Corp.

"We Begged for Brickbats from Our Dealers," Says Kelvinator

—And they told the company plenty about what was wrong with the product line, pricing policies and sales methods. After careful analysis, these justifiable complaints formed the basis of a new manufacturing and selling program that jumped volume 225% in a year.

Based on an interview with

FRANK R. PIERCE

General Sales Manager, Kelvinator Division, Nash-Kelvinator Corp., Detroit

N 1940 the Kelvinator Division of Nash-Kelvinator Corp. inaugurated a revolutionary new type of manufacturing and selling program that rocked the business world as well as the electric refrigeration industry. Drastic changes in distribution, selling and manufacturing were instituted, and the company wound up the year doing a whacking two and a quarter times the volume it did in 1939.

The "revolution" started as a result of a conviction on the part of Kelvinator that it should do something about the many ills confronting refrigeration dealers, who for years had been beset with increasingly complex prob-

lems. Believing that the refrigeration industry had reached a point in its progress where it was difficult for the retailer to make a profit, Kelvinator set out to put the man who sells refrigerators back on a sound basis and to give him the kind of program which he so badly needed.

So, in developing its 1940 plans, the company went directly to the retailers themselves and asked them point blank what they thought was the matter with the business of selling electric refrigerators.

"We wanted their ideas so that we could build a more sound, workable plan," Frank R. Pierce, Kelvinator's general sales manager, says, "and the

information they offered us, together with our own vast fund of data, gave us an exceptionally complete, if not pretty, picture of the refrigeration business.

"Here," he explained, "are the things dealers told us:

"That manufacturers had too many models in their line, making it impossible for the dealer to keep a full line of floor stock.

"That there were too many dealers in the business—so many in fact that none of them could make money.

"That there was too much price-cutting and cut-throat pricing among dealers.

"That manufacturers had failed to take the mystery out of their pricing methods. The consumer could never be sure what he would have to pay for a refrigerator installed in his kitchen.

"That there was no logical justification for price differences and that consequently the salesman had a very difficult step-up story to tell.

"That there was too much sales promotion 'hooey' . . . too many theoretical merchandising campaigns."

Setting out on the premise that it was within the power of the manufacturer and/or the distributor to correct these problems confronting dealers, Kelvinator:

 Concentrated 96% of production on six and eight cubic-foot models, the size refrigerators people really need.

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- Introduced a new selective dealer program which eliminated many dealers and provided others with better markets.
- 3. Cut the cost of refrigerators \$30 to \$60 by effecting a number of manufacturing, selling and distribution economies and by reducing the manufacturer's profit per unit.
- Instituted a new freight-paying policy which enabled dealers to sell at a uniform price.
- 5. Developed a sound step-up plan, with gradual price increases from one model to the next and plenty of obvious features to justify price step-ups.
- Threw out all theoretical promotion campaigns and in their place substituted sound, proved merchandising and advertising methods.

That this new program proved to be just what was needed is indicated not only in the fact that Kelvinator dealers had the best year in their history, but that 80% of all Kelvinators sold averaged more than \$160, or considerably higher than the all-industry average.

Although it is difficult to pick out any one plank in the 1940 Kelvinator program as contributing most to the dealer-profit picture, none was more important than the company's new selective dealer program. It, more than anything else, gave the dealers the opportunity to sell more refrigerators be-

cause it increased their markets and gave them a greater sales potential.

All told, during 1940 Kelvinator had about 600 less dealers than in 1939, and these outlets accounted for a volume two and one-quarter times greater than the larger group accomplished in 1939. And, to make the picture even prettier, these fewer dealers were more than doubling their business while the industry as a whole upped its volume only 35%.

"During the Fall of 1939, Mr. Pierce explains, "we made a survey of all principal markets, studied our existing representation in each, and decided upon changes that would give each dealer more room to live and room to work—room to make a profit. We would make our franchise more desirable by limiting the number of dealers in each community so that sufficient volume would be possible, at recommended prices, for each to make a profit. This would enable us to replace unsatisfactory dealers with satisfactory ones.

"It took courage to do that. In one of the 12 largest cities, we had about 30 dealers in 1939. Because we were determined to have only the high quality dealers in this market to sell our product in 1940, we had just two dealers in addition to the utility. The utility's appliance salesmen had been scattering their fire, because of existing conditions. When they became convinced that we really meant business and would maintain our position, they began to push Kelvinator more and more. In 1941 we already have the biggest department store in the city and are getting other top-ranking outlets there. This proved that the high quality dealers would come our way if they were convinced that we were serious about cleaning up many unsound practices that existed in this market.

"In another city we had 11 dealers. We dropped all of them and got one good outlet that sold three times as many Kelvinators last year as the 11 had sold the year before.

"In another where a large number of dealers sold less than 500 units in 1939, a much smaller number sold over four times as many in 1940.

"We had more than 100 dealers in Chicago in 1939; in 1940 we reduced the number to 45 and our sales there almost tripled.

"In another city we did about 125 units with ten dealers in 1939; in 1940 we had three dealers in that city, and they sold over 1,300 Kelvinators, or more than ten times as many as in the year previous.

"In still another city where we had 29 dealers in 1939 who sold around 600 units, we had 12 dealers in 1940, and they sold almost 2,500 Kelvinators.

A Survey Every Year

"We are continuing the same policies in 1941 and thereafter. Our slogan for 1941 is, 'A Market for Every Dealer — A Dealer for Every Market.' We don't want the most dealers; we want only the best dealers.

"I have spoken of the survey which we made in 1939, before introducing the new set-up. During the Fall of 1940 we made an even more thorough survey, and we plan to make a similar one each year. Our wholesale organization called personally on thousands of electric refrigerator dealers and filled out a 'Dealer Information Sheet' for each which provided a comprehensive analysis of the dealer's lines and activities. From this a 'City Organization Plan' was prepared and it, in turn, was summarized into trading areas, with a separate summary for each area.

"Factory representatives then called on distributors and branches and went over these analyses with them. We were equipped with abundant statistics and information, of course, and where there was any reason to do so we ourselves went right out and called



"He wants to sponsor a half hour of complete silence every Tuesday and Thursday evening."



KNX Advertisers write a Unanimous Endorsement

Who better knows the value of any medium than the advertiser who uses it?

And when 95% of our local and national spot advertisers back their initial judgment of KNX with contract renewals (many are now in their third, fourth, and fifth consecutive year!) other advertisers have a sure guide to follow.

95% is a perfect score for any medium. The very few advertisers who don't renew at KNX have good reasons for it which generally have nothing to do with KNX!

The more that advertisers use KNX the more of it they want. This explains why KNX carries the largest volume of local and national spot business of any network outlet in this area...and has consistently done so, ever since it joined CBS five years ago.

Surely this record points the way to faster, bigger, lowercost sales for you in Southern California.





Represented by RADIO SALES with offices in New York, Chicago, Detroit, Charlotte, San Francisco

on dealers to verify or reconcile the analyses.

"Distributors and branches submitted recommendations, based on these analyses, but such recommendations were not acted upon without thorough study. In fact, we had them make a presentation to us and they were required to justify any recommended changes before we would agree to them.

"In Chicago, for example, we had reduced the number of dealers from over 100 to 45 and our sales had tripled. Some of our folks thought that we should increase the number of dealers to 65 for 1941. What we actually did was add ten new dealers, but then we discontinued ten old ones, leaving the net number unchanged.

"Having made numerous surveys in the past, we now know pretty well what existing conditions are in a given territory. Emphasis now, and hereafter, therefore, will be on trading areas. In many cities where our business was three and four times the previous year we might be inclined to say "that's fine" and let it go at that. But there are many shopping centers in these large cities and we want to know what our performance is in each center. Perhaps we should have done far better than we did in some centers. We want to know where the business came from, where we are strong and where we are weak. And if we are weak in one or more of those shopping centers, we'll take steps immediately to correct the condition.

Trade, Not Geography Rules

"Perhaps I should add that, in prescribing a market for every dealer, we do not mean geographical location. We might have two dealers in the same block, but if one caters to a certain foreign element, say, while another is a better-grade furniture store, they may be selling to quite different markets.

"Other policies introduced at the beginning of 1940 are being continued and improved. The number of models, for example, has been further reduced this year—from nine to eight.

"Last year we reduced prices \$30 to \$60 on the entire line. This year our lowest price remains unchanged, but prices on some of the other models have been reduced as much as \$30.

"Our 'Step-Up' plan was highly successful in 1940; so much so that our average sale was considerably higher than that for the industry. Eighty per cent of all Kelvinator sales averaged over \$160. This year we have further accentuated the program, and differences among models are so obvious

that we expect step-up buying to replace step-up selling.

"We have also improved our models particularly designed for the trade-in market and added some features not available in any other electric refrigerator.

"We are continuing to advertise delivered prices east of the Rocky Mountains. This was an important factor in popularizing our reduced prices last year, as it enabled us to list delivered prices in national advertising.

"Our advertising is based on volume, hence it has increased; but the cost has been offset by eliminating frills and duplications in literature and promotional activities."

To sum up, then, the Kelvinator program which was introduced at the beginning of 1940 has been proved an unqualified success and the same program, with minor refinements, is being continued.

And after reviewing it with this reporter, Mr. Pierce concluded with an impressive remark. Said he:

"There's something satisfying about such business; gives one a wonderful feeling inside."

Aren't Little-Market Dollars as Big as Big-Market Dollars?

If you are shooting at the big money in the big markets, and giving never-minds to the small, but numerously profitable, outlets, then bend an ear to the tale of Tony and his rivals.

BY BRASS E. TACKS

OMINIC PEGARINO is one sales manager for whom I have a lot of respect. Producer, traffic manager, sales director and cashier of his outfit, he seems to me to have a better grasp of basic business logic than do many of these polished front-office boys with whom I exchange catch-as-catch-cans each nine to five.

Dominic, or Tony as he is known to most of the Hillside baseball fans, picks up more money each Hillside game than does our umpire. Tony owns one of these little, horse-drawn ice cream carts. He parks it right behind first base each Sunday, and stands there yanking nickels out of fans and players alike.

I asked him one time, "Tony, how come a smart guy like you picks these Hillside games? Why don't you work Brookline? They've got twice as many fans down there!" "Oh, sure, sure—twice as many people—but three times as many ice cream men!"

The moment he said that, I thought of a certain big agency down town. They give every new client, no exceptions, a stock presentation (they ought to mimeograph the thing), yelling for big dollars for big cities. Somehow Tony, to me, seems smarter.

And I again recalled Tony and his thinking the following day. I was calling on a paint manufacturer, a swell guy; a smart fellow who's gone high in a tough business. He's just had a session with his agency on new markets. They'd toted over a wheel-

barrow load of statistics. They were lobbying for a big Southern metropolis.

But this guy wasn't being bowled over. As he put it, "Sure, they're right. I agree that, on paper, that market looks positively enticing. But there's a big hitch."

"What's that?"

"With 40 other paint houses active there, isn't the best that we can ever hope for about 4% of that tremendous potential? And also, isn't even what business we get likely to be at less-than-full-profit prices?"

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I heard later that he'd decided to tackle, instead, 20 small markets, one after another quickly. His profit margin in each will be better, and his reasonable expectation of potential at least 15%.

Another good example of this is Mr. B., the pill man. His product is one of those that can be made to move anywhere. In fact, he just hasn't any competition. Every medium in the world is open to him. If you suffer from his monepolized ailment, he's got you, whether you live in Yonkers or in Yakima.

He showed me his current list, the other day. There are, as you'd expect, big-town units on it. But, also, there are a surprising number of little fellows listed. Many of the papers, in fact, are weeklies.

I looked up, surprised. He laughed. He said, "I know what you're thinking. Tell me I'm screwy and I'll give you a number."



Joe Louis never ran the advertisement shown above... and probably never will. If he had, you wouldn't have applied for the job, would you?

As a matter of fact, there is such a thing as being too good. Joe Louis and other topnotchers have experienced it. It's lonely up there.

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Without undue egotism, The American Weekly has experienced this feeling. Although it carried \$6,000,000 worth of advertising in 1940—the pages of this magazine should have been more crowded.

Why weren't they? Because a good many important national advertisers have fallen into the strange habit of regarding The American Weekly as a force too potent for their daily needs. They use a color page in The American Weekly when they want to move mountains—to distribute coupons in greater numbers and at a lower cost; to put on a sales drive that will have every man on his toes; to open a thousand new outlets; to put window displays in thousands of stores.

That is one kind of job that The American Weekly can do and bas done so repeatedly that it has become the traditional "powerhouse" of American advertising.

And in this very fact is the strongest proof that The American Weekly is best equipped for the regular, 52-weeks-a-year job—the strongest proof that The Weekly should be commissioned to keep the national advertiser on friendly terms with more than 7,000,000 homes, THE BIGGEST SINGLE MARKET IN THE WORLD.

To illustrate the point, a woman in Newport, North Carolina, wrote a letter to the Editor of the Housewife's Food Almanack, a feature which appears regularly on the second from last page of each issue of The American Weekly—far "back in the book." Her letter was printed in tiny type near the bottom of the column on the next page. She asked:

"Does any Almanacker have a recipe for real old-fashioned sticky cinnamon buns, the kind they used to make in Philadelphia?"

Over 400 women, of the thousands who read that little appeal, went to the trouble of writing and sending in their recipes.

Isn't this little incident a tip-off on the human relationship of The American Weekly and its readers—the key not only to the formidable strength of a color-page smash,

but to the equal effectiveness of smaller black-and-white advertisements, for those advertisers who have learned to use them week by week?

It surely is enough, for the majority of advertising appropriations, to reach more than 7,000,000 homes. There's no question about that. Entering these millions of homes through The American Weekly, week after week and month after month, is sure to bring results.

The American Weekly contends that most advertising appropriations go too many places and try to do too many things; that the modern "scientific" conception of an "adequate" advertising schedule is simply mental indigestion—brought on by overdoses of statistics; that the basic principle of consecutive blows on a single market of sufficient size and buying power will produce a greater sales volume.

This subject should be interesting enough for a frank discussion. The American Weekly would like to talk about it with any national advertiser in America who realizes that these are days when it is necessary to risk being unusual.

THE MERICAN

Greatest Circulation in the World

Circulation in the World

"The Nation's Reading Habit"
MAIN OFFICE: 959 EIGHTH AVENUE. NEW YORK CITY

"You're screwey."

"You're number 756—there are 755 other people, mostly from agencies who want this account, who've said the same thing. Small world, isn't it?" He went on, "I'll tell you my sys-

He went on, "I'll tell you my system if you'll promise not to laugh."

"I promise—for after all, it's worked—you've killed competitors and made big money—for me to laugh would be like a grocery clerk trying to short-change Einstein."

"Well, it's childishly simple. It goes like this. I have an average. That average is based on total sales in an average market divided by stores. I have a per capita figure, too, but I find that I don't have to bother to use it very often."

"Yes —"

"When I'm trying to decide whether to put on Painted Post or leave it off, I simply use my average. If the local druggists qualify, they're on. If they don't, they're not. It doesn't make any difference whether the town has no wholesaler or 20 wholesalers, whether it's metropolitan or cross-roads, the whole thing is relative."

'What about costs?"

"They're all relative, too. I've got a stated allowance on each case. Each town gets exactly what it merits. They go on as soon as they get above the average. And the dollars they get are automatic.

Playing No Favorites

"Well, aside from the fun of messing around with a million figures, what other advantages would you say

the plan has?"

"It does this: It encourages salesmen and dealers to work with me. They all know this arrangement. I make it plain to every man everywhere that he's welcome to advertising support just as soon as he merits it. Every request for promotion is granted so long as it figures out okay."

"Have you any p.m. or bonus

plans?"

"Nope, they've all been discarded. This proposition keeps men just as happy. And it ends up with more sales for me. I get window displays that I couldn't hope to crack normally. After all, this product isn't exciting.

"I've self-service counter units sitting beside three times as many cash registers as I should have. I'm getting word-of-mouth push that's completely out of line. That simple little 'average' plan is the entire explanation."

"How come it works so well?"

"Well, put yourself in a druggist's shoes. You've got a nice store but it has the misfortune to be in a small town. You see manufacturers tossing big dollars, year after year, at big-town consumers, but thumbing their noses

at you and your little bundle of families.

lies.

"Then along comes my man and he says, 'Joe, with us, any one of your families is just as important as any one of the big city families. So we'll offer you exactly the same deal we offer everyone.' You'll respond. You'll ask for further details. If you're just a little below the average, you'll think about what you can do to come up to the needed figure. We've even had

cut-throat competitors getting together and chatting about mutually pushing us so as to get a campaign.

"There's no mystery about the thing. We just state openly that we're out of sympathy with the policy so many manufacturers follow. We think it's unfair to ask 50,000 little fellows to pile up advertising funds—then hand the whole bundle to 1,000 big fellows.

"And the 50,000 little fellows, it

seems, agree!"

Trio of Trade Associations Make Three Kinds of News

HE annual conference sponsored by the industrial and consumer marketing divisions of the American Management Association will be held this year on April 22 and 23 at the Hotel Roosevelt, New York.

Four main themes will be considered by sales executives, who come from all sections of the country: Responsibilities to the customer in a defense economy; problems in selection and training of sales personnel; media for reaching customers; developing effective sales tools.

E. O. Shreve, vice-president of General Electric Co., and H. R. Chapman, vice-president of New England Confectionery Co., are in charge of ar-

ranging the program.

The first day of the Conference will be held on one of the regular lunch-eon-meeting days of the Sales Executives Club of N. Y. and a joint AMA-SEC luncheon is planned.

Can Manufacturers Institute, Inc., N. Y., has organized a research division to "conduct special studies of industrial, technical and marketing problems of common interest to the can manufacturers and related industries."

The division will be under the control of a committee consisting of: Chairman D. M. Heekin, secretary and treasurer, Heekin Can Co., Cincinnati; J. F. Hartlieb, president, Continental Can Co., N. Y.; L. F. Gieg, president, Crown Can Co., East Philadelphia; Vice-Chairman A. A. Morse, executive representative, American Can Co., N. Y.; Geo. A. Milton, Sr., president, Geo. A. Milton Can Co., Brooklyn; H. K. Taylor, president, Geo. D. Ellis & Sons, Philadelphia; H. Ferris White, vice-president, Can Manufacturers Institute, Washington, D. C.

Dr. Miller McClintock, technical director of the Advertising Research Foundation and executive officer of the Traffic Audit Bureau, will direct the

division.

New York Dress Institute has been formed to establish New York as the fashion center of the world. The industry, which has an annual volume of \$350,000,000, will raise from \$3,000,000 to \$4,500,000 for promotion during the life of the three year contract.

Explains Samuel Zahn, president of International Dress Co., elected chair-

man of the Institute:

The Institute will have four major objectives: To make New York City the world's fashion center; to maintain New York's leadership in the dress field; to increase the nation's total sale of dresses; to foster large-scale exports to South America.

A board of directors composed of 16 members, representing jobbers, manufacturers and unions will direct the Institute's operations. Dress manufacturing is New York's largest industry—2,100 employers and 85,000 employes. It is significant that the plan was originated by the International Ladies Garment Workers Union, and Julius Hochman, manager of the Dress Joint Board, I.L.G.W.U. is vice-chairman of the Institute.



The Teletype's no slow-poke either!

• Like a flash, the message clicked off on your Bell System Teletypewriter travels 300 yards or 3000 miles — and is reproduced instantly in typewritten form, exactly as sent. And this swift communication is two-way, permitting clear, convenient exchange of thoughts. A typewritten conversation — with carbons in all connected machines to provide extra records for routing and filing.

• Do you know how many departments of your business would profit by the speed and accuracy of Teletypewriter Service? If you already have it, are you using it to the fullest advantage? The answer is important and worth a careful analysis of your present communication system. A Bell System representative will gladly co-operate. Call your local telephone office and talk with him.

BELL SYSTEM
TELETYPEWRITER
SERVICE



APRIL 1, 1941

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About this time of year, poets, romanticists, and just run-of-mill columnists like me were accustomed to moon: "Ah, to be in Paris in the Spring!" This is the season, but not the year.

Pursuing that thought for a moment, if things continue as they have been going in a cockeyed world, most of us will be in the same spot as the maid in that old-time chiller-diller, "The Bat." After two acts in which bodies fell out of closets and like o' that, she walked down-stage and said, from the heart: "T'd go some place if I had some place to go!"

"An advertiser who is interested in showing his movies with appropriate odors will soon emerge as the first taker of the Swiss-held Odorated patents currently being peddled in the U. S."—Ellen Hess in *Tide*. Ah, yes; the smellies.

* * *
Lifebuoy's new compound adjective,
"zephyr-fresh," recalls a gag slogan of
Larry Sizer's for a well-known motorcar: "'Twas zephyr thus."

Speaking of slogans, here's one for a clock-fixer: "We know what makes 'em tick'"

Some night, one of Dr. I. Q.'s assistants in the balcony will let his subconscious speak and blurt out: "T've got a cluck here, Doctor."

There was a young fellow named Pope, In a way, your conductor's white hope. I comb without fail The incoming mail, But the answer to date is "No soap!"

Stopper by Carstairs Rye: "Are you a canoozer?" Copy explains that it is "sometimes pronounced connoisseur."

 Little Baby Dumpling every day in The Inquirer." Forget Blondie for a minute and tell us more about Blythe.

People on a department-store escalator somehow remind me of a mechanical toy. They move, but seem wooden until they step off.

A Congressman referred to the Japanese as "squint-eyed sons of the Rising Sun." That ain't the way I heard it.

Esterbrook pens, both carbon-steel and fountain-pen, are known by number. Middle of last month, Esterbrook Renew-Point fountain-pen broke in the weeklies with a theme: "We've got your number!" There are currently 31 renew-points in the Esterbrook line, providing "The right point for the way you write."

This year, I conducted another one of those copy-clinics for the advertising and selling class of the New York Advertising Club. Some pretty good headlines came from the students, as usual. Like to look at a few?

Ted Kirby offered this for American Airlines: "The Stars for Company . . . and a cool head at the controls." Showing the versatility he will need some day in a copy-department, he did this one for Camay: "I chose my beauty-soap long before I dreamed of wedding-dresses."

Dr. Norman Goldsmith borrowed from Stephen Foster to give us this for Marchand's Golden Rinse: "To Jeannie with the dark brown hair."

Marjorie Pietschmann was thinking of hair, too, when she wrote this for Fitch Shampoo: "A world of trouble lifted from your shoulders." That would be dandruff-trouble, obviously.

Bill Love pulled us oldsters up short with this stopper for Metropolitan Life Annuities: "Will you be a strap-hanger at 60?" (Guess we ought to think about 60 as we pass 42nd, or Times Square.)

Ruth Abrams commandeered a current song-title to make a headline for Sohmer pianos: "I hear a rhapsody."

John Wagener ascribed this cute

one to the Talon Fastener: "We put zip into a national hook-up." He also lifted a line out of our daily speech to make a headline for the Travelers' Insurance Co.: "A matter of life and death."

Gladys Adams twisted a book-title to get this one for Vigoro: "How green was my grass."

R. F. Beckwith figured that Poll-Parrot Shoes for Boys were "Something new under the son."

Mary Louise Grant evidently thought of Greta Garbo and did this one for Mum: "Do you want to be alone?"

Frank Corbani had this one for the American Association of Railroads: "Who delivers the *milkman's* milk?" It made me think of Al Jolson some years ago singing: "Who played poker with Pocahontas when John Smith was away?"

For an eraser advertisement, Etta Zimmerman suggested: "This Changing World."

Helene Husson also had one for American Airlines: "Love at first flight." For good measure, she assigned this to Drene Shampoo: "Your hair is bis pride."

For an imaginary course of bridgelessons, Emily Volp had a real stopper: "I got tired of being beaten." For Mum: "And I thought all I needed was personality." And for Colgate's Tooth-Paste: "Want more kisses?"

Arnold Claman asked, for Prophylactic, "Is your tooth-brush getting bald?"

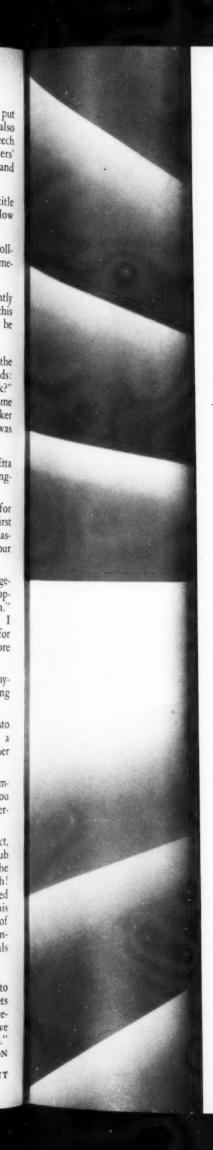
Alice Grain did this one for Presto Pressure Cooker: "She may be a 'career gal,' but you ought to taste her cooking!"

Edna O'Brien got cute for Chamberlin Weatherstrip: "We tell you how to dodge the draft!" (A weatherstrip-tease, I calls it.)

John Mason assigned no product, so I assumed he had Heublein's Club Cocktails in mind: "He does it in the kitchen." And did that get a laugh! The subhead said: "The harassed host who should be mixing with his guests," which made me think of Heublein's. Well, there's a new generation of advertising boys and gals growing up.

At the moment of galloping to press, the prodigal, Ed Pope, just gets under the wire with this capsule review of the Benny-Allen opus, "Love Thy Neighbor": "Scorn on the cob."

T. HARRY THOMPSON



Now—the Finest Lithography in

FULL COLOR AT 2-COLOR COST

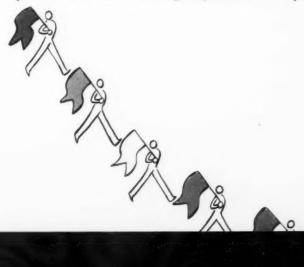
in Large or Small Quantities!

Here is news we believe every Sales Manager, Sales Promotion Manager, Advertising Manager and Advertising Agency will welcome! For now you can have all the colors in the rainbow at your command, in your Consumer Folders, Circulars, Booklets, Broadsides, Streamers, Displays, Box Wraps, Cartons, Labels and other advertising material . . . for as little as—or LESS than—you usually pay for only 2 colors . . . in large or small quantities.

Now you can forget the old obstacle of "high cost." You can STEP-UP your usual 2-color Consumer Folders and other advertising material with FULL Color, giving them a FRESH, new appearance! You can beautifully illustrate your product in FULL Color, giving it more "eye" appeal and "buy" appeal. And all for no more than the usual cost of 2 colors.

Thousands of companies today are changing over from 1-color and 2-color material to FULL Color to boost their sales.

Meeting this great demand, Stecher-Traung Lithograph Corporation, for over 75 years a great American Institution and a leader in fine color lithography, brings industry a new, modern, high-quality, low-cost lithograph service on all types of advertising material. A service proved and perfected during the past two years—throughout the country—and offered today on a greatly increased basis. Now, to explain how we are able to give you the finest quality





lithography at such remarkable prices . . .

There is no mystery

to it—just good, well-planned business . . . VOL-UME BUSINESS. We save you money, give you a better job, because of our unexcelled facilities, efficiently planned production, quantity buying, tremendous volume.

Stecher-Traung's plants in Rochester, N. Y. and San Francisco, Calif. are two of the largest, finest lithograph plants in the world . . . two of the most modern . . . two of the most complete . . . and each is self-contained.

Both plants are equipped to handle every operation from start to finish under one roof. A score of skilled artists and expert color photographers are at your service. We coat our own paper, grind our own inks (nearly a million pounds a year), do our own varnishing and other finishing operations. Our battery of giant 4-Color Offset Presses is the largest in the country. Stecher-Traung serves the honor-roll of American business with an annual

volume of lithography running into several millions of dollars.

All of this results in the most efficient, largescale production and a saving in effort and time for you, besides insuring the most confidential treatment of your work. And the saving in cost means you can have beautiful, dramatic, sales-boosting FULL Color material without spending a cent more than you usually pay for only 2 colors.

But — more than that — we can give you this economy on small quantities as well as on large quantities because of our unique FULL COLOR "Gang Run" Service—the only service of its kind in the country. Many small jobs of the same type are combined on one large sheet to give you the economy of large-press operation. We are continuously putting "Gang Runs" on the presses for all types of advertising material, assuring you of speedy service.

We have offices in leading cities and fifty representatives ready to serve you no matter where you are located. Ask to see samples of our work and get quotations on your jobs.

Get This Free Book

This 36-page book, just off the press, gives you a wealth of information on "How to Step-Up Your Advertising Material and Save Money." It explains the use of Full Color, contains Color Charts, shows the many kinds of Color Illustrations, gives pointers on how to lay out Consumer Folders and tells more about our service. A time and money-saver for you and your organization! And it's yours FREE. Simply write us or fill in the coupon and mail today.

STECHER-TRAUNG

ROCHESTER, N. Y.

SAN FRANCISCO, CALIF.

BALTIMORE BOSTON CHICAGO COLUMBUS DETROIT HARLINGEN HOUSTON SAN FRANCISC

MACON NEW YORK OAKLAND PORTLAND, ORE.
PROVIDENCE
SACRAMENTO
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STECHER-TRAUNG LITHOGRAPH CORPORATION, Department 301 274 North Goodman St., Rochester, N. Y. 600 Battery St., San Francisco, Calif.

Please send a copy of your new 36-page, Illustrated, Full Color Book on "How to Step-Up Your Advertising Material and Save Money"—free of charge and without obligation.

Name Title

Firm

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Ewing Galloway

See Who's Joined the Sales Department: The Weather Man!

Weather makes markets—and breaks markets. Weather affects production, physical distribution, shopping routine, the flow of money. We can't control it, but we can, with the help of more efficient weather reports and long-range forecasts, cut probable profit losses by being better prepared to meet weather contingencies.

BY JAMES H. COLLINS

ATO is a Japanese market gardener. First, he had a small place out of Los Angeles, worked by himself and family. But soon he was contracting with other Japanese growers, and became an important man in the fresh vegetable business.

Sato had some kind of system, but nobody knew what it was. If the season was cool, and sales fell off, his acreage was low, while in a hot season, he had always looked ahead, and had more stuff growing.

What was his deep Oriental secret? Nobody knew, until a meteorologist talked with Sato, giving scientific weather information in trade for whatever Sato might want to disclose. The meteorologist does not ridicule popular weather reading, but finds out what people use, and tests the method.

"I watch fish," said Sato, finally. "Some year, some kind fish caught prenty. That mean warm season—prant crop late. If other kind fish caught prenty, season be hard—prant crop soon."

Sato watched the size and kind of catches brought into the harbor, and had friends among the Japanese fishermen who went far out, and sent him reports. Fish follow ocean currents according to temperature. The warmth or coolness of ocean currents have direct bearing on California weather.

Weather Regulates Demand

Sato's home-made forecasts were based on phenomena so sound that, today, the Scripps Institute of Oceanography, at La Jolla, Cal., makes six months' forecasts of weather based on ocean temperatures.

At first sight, it looks as though Sato had a production problem. But look again, and it is a sales problem.

For according to the weather, people buy more or less vegetables, electric fans, fuel oil, long underwear, tire chains, rubber galoshes, bathing suits and many other weather-sensitive commodities. If production is out of line with the weather next season, there will be shortages or left-over stocks. Many weather-sensitive products are styled for the season, and cannot be held over. So, fitting the output to the weather ahead is intelligent sales policy.

Making goods according to the weather expected is old. Joseph got his distribution ready for the seven lean years. But making goods according to the latest forecasts is still new, because business has not yet adjusted its production, distribution and sales to the longer range forecasts now obtainable

For example, hundreds of telegrams

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HOTTER THAN A



UNPRECEDENTED NEWSSTAND GAINS PUT GOOD HOUSEKEEPING CIRCULATION AT ALL-TIME HIGH

TOTAL FEBRUARY CIRCULATION 2,530,000
—WITH 815,000 ON NEWSSTANDS

Good

The Magazine That's GOING PLACES DU

SALES MANAGEMENT

FIRECRACKER!





QUICK FACTS FOR QUICK MINDS

- \$203,750 in quarters. 815,000 newsstand sales at 25¢ means women voluntarily paid \$203,750.00 at newsstands for our February issue. This is more money than was paid at newsstands for any other magazine carrying advertising.
- 430,000 bonus. Since Good Housekeeping's rate is based on 2,100,000, the current over-delivery is 430,000 copies.
- Challenge! Name any monthly publication carrying advertising other than Good Housekeeping for which more than \$200,000 a month is laid down at the newsstands . . . IT CAN'T BE DONE!

Housekeeping
CES PUSE IN'S THE MAGAZINE AMERICA LIVES BY

APRIL 1, 1941

Pyrene Manufacturing Co., Newark, N. J., was a victim of the weather: People never bought its tire chains until there was snow or ice on the roads—and then dealers' supply never met demand. This year 30-day weather forecasts (by Krick Industrial Weather Service) helped to keep dealer inventories right, induced motorists to buy chains in advance of coming storms. At extreme right, a dealer display with panel for weather reports. (See story in SM, Nov. 1, page 21.)

Schwab and Beatty, Inc., New York advertising agency, in this advertisement for its own services, cites research to prove that couponed newspaper ads should be scheduled for rainy days. That 19% differential could make or break an advertising campaign.

What's the Weather Got to Do With Advertising?

A GREAT DEAL. Here's the result of an 11-year study we made of U.S. weather reports, balanced against more than 57,000 inquiries:

Our client received 55.646 inquiries from 48 insertions appearing on days when it was raining or snowing—as compared with 21.672 inquiries from 86 insertions appearing on days when the weather was dry. Thus, the average number of inquiries for the weather was dry. Thus, the average number of inquiries for the wet days was 743 per insertion; for the dry days only 602 per insertion. An average difference, over an 12-year span, of about 1972.

The survey was based upon the results of the same advertiser, using the same publication, the same size space, and the same position and section of a New York City newspaper.

In other words, almost one-fifth greater response was received when the weather was such as to discourage those pursuits which competed with the reading of the newspaper!

An interesting fact and (if you didn't know it) a factor that could throw you off pretty badly in judging the comparative effectiveness of test advertisements.

Perhaps some of the other basic fundamentals we've isolated and measured would interest you.

SCHWAB and BEATTY Inc.

1230 SIXTH AVENUE . Rockefeller Center . NEW YORK CITY, N. Y.

Advertising



and teletype messages come into Los Angeles every day from eastern cities where oranges and lemons are sold—especially lemons. Every one of those telegrams gives the day's temperature in Chicago, Louisville, Reading, along with supplies of fruit in that market, and current prices.

If the weather in Philadelphia is extremely hot, or cold, there will be good lemon sales, because people drink cold lemonade in hot weather; hot lemonade in cold weather to prevent colds. Meteorologists advise fruit shippers to consider temperatures for that week, as well as that day.

Perhaps the weather today in Philadelphia is very hot. Yet, if larger shipments of lemons are routed there, to arrive in three days, the hot spell may have broken by the time they arrive, and there will be too many lemons, with demoralized prices. The Weather Bureau now makes five-day forecasts by which such changes can be anticipated, either locally or nationally.

Suppose the lemons have arrived in Philadelphia, and the weather is cooler. Study of temperatures to be expected in other cities the coming week will probably disclose markets that will be brisk by the time the fruit can be diverted.

Such short range forecasts can be used to cut shipping expenses, for if a through shipment of fruit reaches a market where weather changes have decreased the demand, and the shipment has to be sent back at short haul freight rates, the cost is out of line. Use of forecasts in making the original shipment would have shown that the haul-back market was the one for the direct shipment.

Both short range and long range forecasts are now being used as a new tool in various kinds of selling, and will be more and more used as the technique is mastered.

Short range forecasts cover about a week ahead, and can be adapted both to local selling, and national marketing. Long range forecasts are also being used to meet selling conditions from 30 days to six months ahead.

The use of short range forecasts locally is shown in the case of a department store that was planning a big sale, calling for expensive advertising. Rival stores were holding similar sales. Everything depended on getting a good share of the crowd that came downtown during two days.

Of course, such sales are planned far ahead, and no contingency is neglected if merchandise managers can help it—style, timeliness, general prosperity, the amount of goods that can be sold. Only one store paid any attention to the contingency of weather on the days of the sale. That store postponed its sale, and got the lion's share of business, because on the days first chosen it rained cats and dogs, and shoppers stayed home.

Short range forecasts are being considered in more and more selling plans, as it is realized that they are surprisingly accurate.

Long range forecasts are also being used with high degrees of accuracy, to govern sales plans made months ahead.

In the South there are at least a dozen cars for every garage, because people leave their cars outdoors, in a mild climate. A sudden cold spell in the South starts a run on battery dealers, because low temperature kills batteries on cars left outdoors.

Several years ago, a battery manufacturer, having tested long range weather forecasts sufficiently to have

confidence in them, laid sales plans upon a prediction of cold weather in the South. Dealers were advised that cold weather was a strong possibility, and some of them increased their inventories. For those who were skeptical, the company built ample stocks in its warehouses.

The Fall months passed — no cold spell. Christmas came, and New Year — still no cold spell. Then, out of the blue, there was a severe freeze all over the South in February, and this company had batteries to sell when competitor's stocks were exhausted.

Quick to see the possibilities for gearing sales to weather, have been those lines of business that already use weather as a factor in management.

The electric utility company, for example. The demand for current fluctuates with every thundercloud and fog that causes people to turn on lights, and in cities these companies often maintain roof-watchers to report on approaching clouds. Ice, snow, wind and lightning are hazards to their transmission systems, and cost money even if there is no damage, because repair crews are kept ready. Anything that can be forecast for Winter, whether it will be mild or hard, means money in pocket, because fuel and other purchases are governed by such conditions.

As trustworthy long range forecasts were made available, the electric utility companies used the information, and soon saw that, besides fuel purchases, other factors could be adjusted to weather expectations. Fans sell fast in a hot spell, and electric heaters in a cold Winter. It was possible to persuade dealers to adjust stocks of appliances in readiness for sudden demand, and thus get the benefit of the emergency "load," as well as mate



BIG NOISE COMES FROM CASH NOISE COMES FROM CASH REGISTERS IN OKLAHOMA CITY

DEPARTMENT STORE SALES UP, FEDERAL RESERVE BANK SAYS:

The headline business news of the year in Oklahoma is contained in the February releases of the tenth district Federal Reserve Bank. These reveal that for the weeks ending February 1st, 8th, 15th and 22nd Oklahoma City department stores showed increases of 14%, 28%, 13% and 18% over the corresponding weeks of 1940! The extent to which this activity is continuing can be found in individual reports from all types of Oklahoma City businesses on a city-wide sales day on February 28th.

ment shows a 33% increase over the corresponding day last year. Our handbag business was almost 50% up."

"Our 'Dividend Day' volume was almost twice as great this year as last."

"Sales 15% up from the same day in 1940."

HOE STORE: "Our 'Dividend Day' business was double our average Friday business."

"We more than doubled our men's furnishing sales of same day last year."

"Passed 'Dividend

Day' 1940 sales 20% up by 2:00 p. m."

A FURNITURE STORE: "Dividend Day was 50% ahead of the corresponding day of 1940."

sponse to our advertising with the second biggest day in the history of our basement store and one of the best days we have ever had throughout the entire store."

the volume of same day last year in men's furnishings. Clothing department was a sell-out."

WELRY STORE: "Sales hit an all time high with a 125% increase over same day of 1940."

EPARTMENT STORE: "We had a nice gain of

37% over same day last year."



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THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN * MISTLETOE EXPRESS * WKY, OKLAHOMA CITY * KVOR, COLORADO SPRINGS KLZ, DENVER (Under Affiliated Management) * REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

new customers and friends.

This is also true of gas companies in the heater business, and they are strongly competitive with electricity in the heater field. So, when everybody is flocking to the dealers for heaters, it is vitally important to be as well prepared as your competitor.

Long range weather information is important to the petroleum industry, for hot Summers increase gasoline sales, as people take to their cars, while cold Winters, especially sudden cold spells, put pressure on fuel oil supplies. These products are bulky, and must be laid in a reasonable time ahead.

Some years ago California orange groves suffered heavy damage from freezing weather, and supplies of fuel oil for fighting the cold were so quickly exhausted that orange growers burned coke, wood, and in many cases old automobile tires, to protect their trees.

At the same time there was a rush on the retail stores. Once in maybe a dozen years California has such a Winter, and people wanted old-fashioned long underwear, woolen socks, and warm clothing of all kinds. The stores soon ran out of such merchandise.

This cold Winter was the first in California that was predictable by long range weather forecasts, the technique having been developed since the last one. Little use was made of forecasts at that time, but there is reason to believe that the next one will be anticipated, and fuel oil and clothing will be on hand.

Seasonal Goods Benefit

Long range weather information is valuable in selling all seasonable merchandise. Example: Swim suits. A large department store had been placing about the same size orders with a swim suit manufacturer, increasing or decreasing slightly, according to general business conditions. This store began using long range forecasts, and suddenly cut down its order for the coming season. For the forecast indicated cool weather until July. Swim suits are sold largely during the first months of Summer-if the weather is cool, people do not use them; and when July arrives they make the old suit last the rest of the season.

The store's reduced order was ample for the season, but the manufacturer was left with made-up suits on his hands. Through the use of weather forecasts over the country, he was able to find markets where the weather would bring early sales of swim suits. Had he discovered the new weather technique earlier, his production could have been adjusted to demand.

In seasonable and fashionable merchandise, it is the early sales that make the money, and they depend largely on weather. If Summer lags during the first weeks, lightweight and sports clothing lag too, and if Summer lingers in the lap of Autumn, people put off buying Winter things. A day lost in retail sales is never made up, and the losses are passed back to manufacturers, sometimes in cancellations, sometimes in reduced orders for the following season, if the merchandise can be held over. Seasonable and fashionable goods can seldom be held over, and are sacrificed on the bargain counters or disposed of in out-of-the-way markets.

Long range forecasts have begun reducing this kind of loss, and will be used more and more effectively, say the meteorologists, as business men learn to use them and prove their dependability.

80-85% Accuracy

The business man asks, naturally, how accurate such forecasts have become, and specialists in long range weather studies state that in Winter, they are better than 80% accurate, and in Summer better than 85%.

While long range forecasts cover weeks ahead, and are largely regional, there are local and short range variations to be taken into account. These are covered by special services for the location and type of business.

Local forecasts, as published in United States Weather Bureau maps, are being used to great advantage by more and more business concerns, not retailers alone, but manufacturers with local and day-to-day distribution.

The ice cream manufacturer has found that when hot weather is predicted for today, he may add extra amounts to dealers' orders, perhaps an additional can or carton of popular vanilla. At first, his dealers may protest that they cannot sell the extra amount. But if weather information is used intelligently the weather will sell it, and the dealer learns to rely on the supplier's judgment.

Beer and soft beverages, cold cuts, salad makings and hot weather foods can gain volume by being adjusted to short range weather forecasts.

One brewing company, selling in two-thirds of the country, has a meteorologist compile temperature and humidity figures for 200 cities — not forecasts, but records of the past weather. These are used in determining what sales in given territory should be, because humidity as well as temperature enters into thirst. Whenever this company is entering new territory it has special records compiled to guide its salesmen.

Cold weather foods and beverages can also benefit by adjustment to the weather, and this is true of medicines such as cold remedies, and in Summer sunburn and mosquito lotions as well as cosmetics.

In fact, study of many commodities from the weather viewpoint opens up an entirely new field of possibility. The sales executive who has turned his attention in this direction, generally asks, "Where do I get weather information for my business?"

Uncle Sam's Weather Bureau was established, first, when improved communication, then the telegraph, made it possible to gather reports from a wide area and foresee coming storms. Ship captains were warned, the first customers. Ships at sea had to depend upon the captain's own meteorological knowledge, for there was no radio.

As the forecasts improved, they

As the forecasts improved, they were extended to farmers, shippers of perishable goods, and others. With the telephone, radio, teletype and better communication generally, the bureau gathered more information, and served more people. Today, about three-fourths of the people of the United States get and use forecasts through bureau publications, newspapers and radio.

Aviation spurred meteorology, because it was practically an hour-to-hour business in respect to weather. The air transport companies were first to establish private weather services on a large scale, supplementing Weather Bureau reports by their own work, and making their own special interpretations.

Enter: "Air-Mass" Analysis

A generation ago it was realized that weather is governed largely by world-wide influences, most notably the changes at the poles, and new observation stations were pushed up towards the Arctic. The Russians have been most enterprising in this, and now issue forecasts for their own country a year ahead.

About ten years ago, a new method of interpreting weather reports, the "air-mass analysis," originating in Norway, began to attract attention. The technique is complicated, but the principle simple: That cold air masses from the poles, in constant conflict with warm air masses from the tropics, are the chief influence in weather, and give the basis for long range forecasts over wide territory. Like all new theories, this one set up a conflict among meteorologists, but as the dependability of the method has been tested it has been generally accepted, and is now used by the Weather Bureau, the Army and Navy, the aviation companies' meteorological depart-



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Buy By Known STANDARDS

OF VALUE

IN judging the value of a diamond an expert does not go by weight and size alone. His appraisal is based on color, cut, brilliance and flawless quality.

The same is true in choosing an advertising medium. The expert advertiser looks for flawless circulation figures that show quality readership—he looks for clear cut editorial brilliance and a proved record of leadership in its field.

Judged by these appraisals

JEWELERS' CIRCULAR-KEYSTONE

Is a Known Standard of Advertising Value

EDITORIAL acuteness has kept reader interest keen among jewelers for 72 years.

COVERAGE

actual A. B. C. figures give Jewelers' Circular-Keystone
the only audited paid top-flight circulation coverage in
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The JEWELERS' CIRCULAR-KEYSTONE



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29 East Madison Street CHICAGO American Bank Bldg. PITTSBURGH New Industrial Trust Building PROVIDENCE

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72 years of recognition by jewelry readers and jewelry advertisers has established Jewelers' Circular-Keystone as a sound medium of advertising value—Why experiment?

The JEWELERS' CIRCULAR-KEYSTONE



140 Federal Street BOSTON

29 East Madison Street CHICAGO American Bank Bldg. PITTSBURGH New Industrial Trust Building PROVIDENCE

> 201 Oceano Drive LOS ANGELES



To get "Workable ideas for promotion and sale of merchandise"



KENNETH I. VAN COTT, General Manager of Marcus & Company, one of New York's important retail jewelers, ranks high in the national councils of his industry. He is chairman of the Jewelry Industry Publicity Board and often has been called into other positions of business leadership. He is another key executive who tells you, in this series of letters, why he reads good Business Papers regularly.

100D BUSINESS PAPERS BUILD BETTER BUSINES

BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER,
New York

BUILDING SUPPLY NEWS Chicago

DEPARTMENT STORE ECON-OMIST, New York FOOD INDUSTRIES, New York
HOTEL MANAGEMENT, New York
THE IRON AGE, New York
THE JEWELERS' CIRCULARKEYSTONE, New York
MACHINERY, New York
MACHINE DESIGN, Cleveland

POWER, New York

RAILWAY ELECTRICAL ENGINEER, New York

RAILWAY SIGNALING, Chicago

SALES MANAGEMENT, New York

STEEL, Cleveland

WILLIAM ELDER MARCUS Margus & Go JEWELERS SIX SEVENTY-NINE FIFTH AVENUE NEW YORK March 10, 1941 Mr. Ray Bill, Publisher SALES MANAGEMENT 420 lexington Avenue New York, New York Dear Mr. Bill: Answering your inquiry ... I can say wholeheartedly that the outstanding Business Papers of the jewelry field are valuable to me as a reader. I make sure to see three of them every issue, usually going through them from cover to cover, though of course I can't take time to read everything they print. Workable ideas for promotion and sale of merchandise are probably the most valuable kind of editorial content in the two leading trade magazines to which I subscribe. Frequently such ideas are applicable right here on Fifth Avenue. Of course we closely follow reports from Washington, trends in jewelry design, and the general news of this industry. I don't know how we could readily keep abreast of these developments without our principal trade papers. The kind of trade advertising that interests me most is advertising that suggests merchandising plans. This very week, for example, we are considering the adoption of one such plan for our immediate use. I have high respect for these leading jewelry papers and their editorial opinions because their editors and publishers are welcomed and listened to in all the councils of the industry. They know this business. They publish magazines that are not biased ... magezines that exert a much-needed unifying influence among retailers, wholesalers, importers and manufacturers. Very truly yours, Kenneth I. Van Cott General Manager KVC:EI A Survey Series by Sales Management showing that key men everywhere in industry icago are regular readers of Business Papers . . . and why. Sponsored by the foregoing Business Papers receiving unanimous votes from a jury of disinterested experts for "honest and able editing that renders a real service."

ments, and by private meteorological services.

One of the first American meteorologists to study the air-mass technique, in Norway, was Dr. Irving P. Krick, now associate professor of meteorology at the California Institute of Technology, in Pasadena. He was also an active pioneer in showing business concerns how weather information could be applied to production, selling and other activities. Motion picture people were among the first to use special services in sending companies on location, timing their trips so that suitable weather would be

found for snow scenes, desert effects, and so on. Electric utilities were early users of special service, in preparing for wind and sleet storms.

Dr. Krick supplies weather information through his private service (Krick Industrial Weather Service, Pasadena), and through semi-weekly and monthly bulletins, issued through a Los Angeles concern (Steller, Millar & Treanor).

The semi-weekly bulletin gives short range forecasts, five to six days ahead, for every section of the country. The monthly bulletin gives weather trends for a month ahead, forecasting warm and cold periods, storms and so on. For those who want special information, fitted to a particular problem, Krick maintains a wire and teletype service, sending special warnings and "spot" forecasts, in effect furnishing a private service comparable with that maintained by aviation companies.

The Weather Bureau recently extended its forecasting service in the Los Angeles area by supplying teletype reports to business concerns that require special information on fire hazards, storms, approaching cold or hot spells, frost, flood and the like. Such information is valuable to lumber companies, utilities, motion picture producers, contractors, hotel men, etc.—also to merchants, and in the end, for purposes of selling, as it is adapted to the different industries.

The Los Angeles Weather Bureau also publishes a new kind of daily weather map, showing air-mass fronts, storm battle lines, and information supplementing the familiar maps of high and low pressure areas. The map goes to subscribers for 20 cents a month, and the teletype service is arranged with individual business concerns, who install the teletype, while the Weather Bureau renders service free. Such services will eventually be developed throughout the U. S.

An Ever-Sharper Tool

Weather wisdom in selling seems to come down, today, to these fundamentals:

Forecasting is not yet an exact science, but it is more accurate than in the not-too-distant past, and growing better all the time.

It is exact enough for application to many selling problems, if the sales executive will use weather information experimentally at the outset, allow a margin for error, and determine the best method of adapting it to his particular problems.

Caution is advised in stocking dealers for anticipated weather changes. Better carry your own emergency stocks handy for them and, as one concern does, interest them in displaying Storm Warnings signs if a "spell of weather" is expected.

Get your sales problem for weathersensitive goods clearly down on paper, and put it up to Weather Bureau officials and private forecasters.

Don't overlook the uses of past weather performances in determining the normal for different markets—it often points out channels for increased sales effort.

Keep pace with the rapid advances in scientific forecasting—during the past ten years it has gone far; during the next ten years it will take you places in selling.

INDUSTRIAL FILM USERS SELECT DA-LITE SCREENS

General Mills, Inc.

Presents

ITS NEW 1941 SOUND SLIDEFILM

"PRODUCTS CONTROL MEANS FLOUR INSURANCE"



GLASS - BEADED SCREENS

Throughout the nation, General Mills, Inc., is now showing to its employees, jobbers, and bakery customers an interesting new sound slidefilm, illustrating the methods used by General Mills in making its annual survey of the wheat crop. This film entitled "Products Control Means Flour Insurance" also shows how the company's operations at harvest time affect the quality of the flour, including its uniformity and bake shop performance.

Shown on Challenger Screen

The Challenger Model, consisting of a Da-Lite Glass-Beaded Screen, spring-roller-mounted, in a metal case, to which a tripod is pivotally attached, is used extensively in showing not only this new slidefilm but also many other pictures used by General Mills, Inc.



"Very Succesful Results"

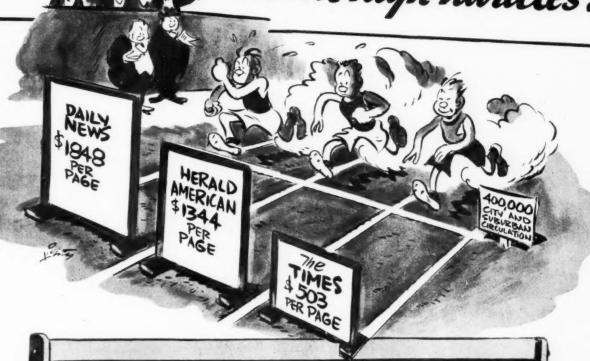
In commenting on the performance of Da-Lite Screens, Mr. D. W. Latterell of General Mills, Inc., writes—"General Mills, Inc., has experienced very successful results with the use of Da-Lite Screens in the presentation of a variety of slidefilm pictures. The screens were recommended to us as being one of the best types of equipment on the market for our purpose, and we have had no reason to alter this opinion. We suspect that when the need for additional screens arises that we will add to our stock with Da-Lite beaded screens."

Give your 1941 productions the advantage of projection on Da-Lite Screens. Write today for 48 page screen data book. Sent Free!

DA-LITE SCREEN COMPANY, Inc.

Dept. 35, 2723 North Crawford Avenue, Chicago, Illinois

Why make your advertising & dollar take the high hurdles?



In the race for sales in Chicago, your advertising dollar in each of the three evening newspapers covers approximately the same amount of ground. The latest A.B.C. figures for city and suburban circulation for the three-month interim period ending December 31, 1940, were:

The TIMES 408,000 The Daily News 407,000

The Herald-American filed no interim report; however, the last available publisher's statement for the six-month period ending September 30, 1940, shows 404,000 in city and suburbs.

The TIMES' low rate and small page size offers your advertising the best chance of winning increased sales at decreased selling costs.

THE ATI

CHICAGO'S PICTURE NEWSPAPER
NATIONAL REPRESENTATIVES

R.J. BIDWELL SAN FRANCISCO

SAWYER-FERGUSON-WALKER CO. NEW YORK DETROIT CHICAGO

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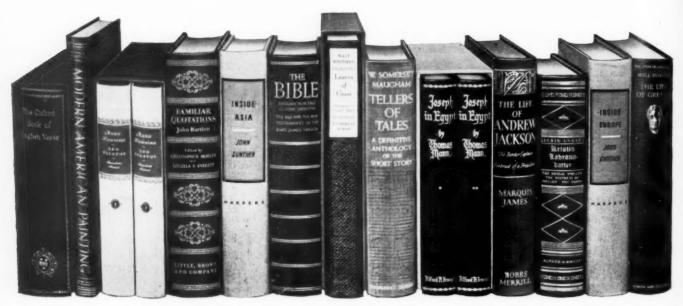
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All these (average retail price \$4.12) were distributed free as dividends to Club members who paid an average of \$2.79 for books-of-the-month.

Sales Policies That Spark America's Largest Mail Order Publishing Business

In 15 years the Book-of-the-Month Club has blended advertising, mail orders and books. Its 400,000 subscribers "make" a best-seller overnight. And they break pessimists who moan, "You can't sell good literature to the masses."

Based on an interview by James R. Daniels with

HARRY SCHERMAN President, Book-of-the-Month Club, Inc., New York

AST year 11,328 new books and new editions of old books were published in the United States. Just 12 of these new books were chosen by the Book-of-the-Month Club, Inc., New York. Yet the Club is the largest book selling organization in the world, one of the largest mail order firms. Only 15 years old, the Club is the largest factor in the book publishing field—an industry with estimated annual sales of \$150,000,000.

mated annual sales of \$150,000,000.

There are 400,000 B-o-t-M Club members in every state and in dozens of foreign countries. This vast audience can make the reputation of an author overnight. But members are not compelled to buy the Club's selection for any month. That an average of 165,000 of them do so every month is proof that the Club's editorial board knows books and knows what will sell. For the average edition of most books is only 2,500.

The wide margin between 2,500 and 165,000 explains why the Club can make money and still give to members \$5,000,000 worth of free books last year. Mass production economies are commonplace in other industries. Not until the Club arrived had they been given free scope in the publishing industry.

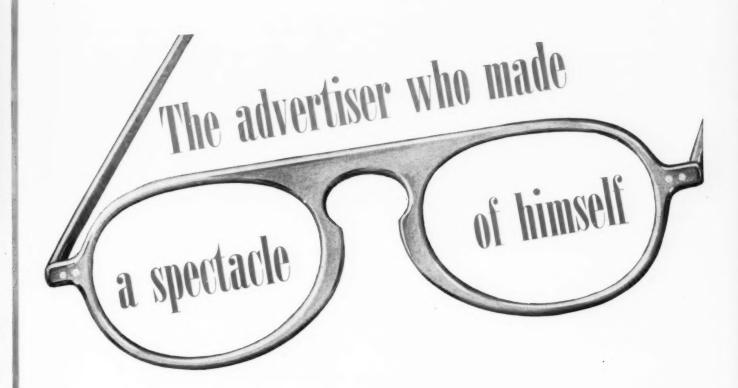
Most new enterprises reflect the personality of one man. The Club is almost entirely the creation of Harry Scherman, its founder and president. He started it in April, 1926, with 4,700 members. Unlike some pioneer ventures, it was not started on the proverbial shoestring. Born in Canada, Mr. Scherman attended the Wharton School of Finance at the University of Pennsylvania. After graduation he landed a job with Ruthrauff & Ryan, Manhattan advertising agency. Later he became a partner of Sackheim & Scherman, Inc., advertising agency.

In 1917 Mr. Scherman, Max B. Sackheim and Charles Boni founded the Little Leather Library. Perhaps you remember those small volumes bound in imitation leather that were publicized in the pages of magazines everywhere. There were 30 volumes, all classic works of the masters, packaged to sell for a bargain price of \$2.98, or ten cents each. Over 1,000,000 sets were sold, 30,000,000 books. At first sales went through chain stores, later they were by mail..."just clip the coupon."

From the success of the Little Leather Library grew the idea of the B-o-t-M Club. There had been great book clubs in Germany, selling classics or as appendages of publishing houses. Mr. Scherman's idea, however, was an organization not connected with any publishing firm to sell new books by mail to a list of regular subscribers.

April, 1926, issues of Harper's, American Mercury, and the book review section of the New York Times told readers that "you can now subscribe to the best new books just as you do to a magazine." The ads, plus direct mail solicitation, brought 4,700 adventurous subscribers. They received "Lolly Willows," a first novel by an unknown English author, Sylvia Townsend Warner.

By December, 1927, the Club was boasting of 50,000 members; and by August, 1928, of 85,000 members. Magazine ads and direct mailings were continued. They are maintained at



Sun glasses used to be sold just in warm months. Then Willson Products, Inc., decided you can sell them all 12 months—if you use the right promotion.

They began advertising Willsonite Sun Glasses every other week the year round. Seasonal ads 2 columns by 2 inches were used—the entire national consumer appropriation went into The Saturday Evening Post.

Were the makers of Willsonite smart? Sales zoomed. In 1940, despite bad weather in May and June, Willsonite volume was up 125% over 1939.

Vice-President Thos. A. Willson said

this: "The 26 insertions in the Post gave us the opportunity to show 26 different occasions for using Willsonite Sun Glasses.

"Our use of frequent space in the Post, in addition to creating consumer acceptance for Willsonite, paved the way for our salesmen with the trade and also for the wholesaler with the retailers."

That helps explain how advertisers get big results—with small space and large by concentrating in the Post, where people concentrate on advertising.

And why advertisers awarded nearly 9 million dollars more to the Post than to any other magazine in 1940.

People pay attention when you put it in the





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present, on a much expanded scale. Membership, too, has grown every

One of the original selling points, which still applies, is that the best books are chosen for subscribers from the books of *all* publishers by an eminent board of judges. The latter's good judgment and catholicity of taste had been demonstrated before they before they became associated with the Club. Fifteen years ago the board consisted of Henry Seidel Canby, chairman; Dorothy Canfield, Heywood Broun, Christopher Morley, William Allen White. It is the same board today, with the exception of the late Heywood Broun, who has not been replaced.

Originally a subscriber agreed to take 12 books a year—one a month. These could be either the books selected by the judges or those on a recommended list. This plan underwent various changes, and by August, 1928, ads announced that a subscriber need buy only a minimum of four books of the month during his membership year. That is the plan today.

I Must Get This One

However, it is the Club's ingenious policy to spread so tempting a selection of books before its members that they will be persuaded to buy oftener. In addition to whetting readers' appetites with books of great merit, the Club gives "dividends." For every two books-of-the-month purchased, a dividend of one free book is declared. Thus Mr. Scherman can say in his advertisements:

"For every \$1 which you spend on the Book-of-the-Month (which you would want to buy anyway) you actually receive about 75 cents back in the form of free books, figured at retail value.

"This can be done because so many of the Club's subscribers originally want the book-of-the-month that an enormous edition can be printed. The saving on this quantity-production enables the Club to buy the right to print other fine library volumes. These are then manufactured and distributed free."

Among recent book-dividends were Bartlett's "Familiar Quotations," "The Oxford Book of English Verse," T. E. Lawrence's "Seven Pillars of Wisdom," "A Treasury of the World's Great Letters," and John Gunther's "Inside Europe." One of these dividends also goes to each new subscriber as an inducement to join.

A subscriber never pays more for the B-o-t-M than the retail price set by the publisher. Frequently the price is less., The top price is \$3, although

the Club has occasionally chosen books retailing for \$3.50 and charged members \$2.75. Three or four times a year a "dual selection" is announced, two books for the price of one. In January, for example, "Sapphira and the Slave Girl," by Willa Cather (\$2.50) and "My Name Is Aram," by William Saroyan (\$2.50) were given for \$3. If a member buys all 12 monthly selections, he will pay about \$10 less than if he bought the same books at a retail store, says Mr. Scherman.

Last year the Club sold 1,898,852 books-of-the-month at a \$2.75 to \$3 average price. It also gave its subscribers 374,380 book premiums and 1,026,858 book-dividends, a total of 1,401,238 free books-almost one for every volume for which they paid. Dividing 400,000 (the number of Club members) into the 1,898,852 books sold in 1940, it is obvious that each subscriber purchased a fraction over his minimum four books a year. One of Mr. Scherman's goals is to have every member buy at least one book a month. That dream of perfection is perhaps too ambitious to be realized soon, but he has hopes and plans.

At first retail booksellers objected to the Club's operations because they believed it was taking trade from them. They discovered, much to their surprise, that selection as the book-of-themonth increased sales of the regular edition, on which they profited. Word-of-mouth advertising, as is well known, is enormously powerful. When 165,000 subscribers, their friends and families are talking about a book, it stirs up desire that is immediately felt in the corner bookstore.

Moreover, book retailers now sell



Harry Scherman celebrates 15 years of literature-by-mail.

B-o-t-M subscriptions, on which they collect a profit, so that hostility to the Club has largely subsided in retailers' bosoms. The bulk of the Club's business, however, is conducted by mail, bookstore membership representing only a small fraction.

A long winnowing process is gone through before the postman delivers a pasteboard carton containing the Bookof-the-Month to subscribers in Portland, Me.; Portland, Ore., and points between. All important new books are sent by the publishers to the Club's readers in their Madison Avenue penthouse. Such advance copies, usually they are galley sheets or page proofs, are read by at least two readers. Besides a regular staff of readers at headquarters, the Club has associate readers-experts in various lines-all over the country. Any book that has a remote chance of being a Club selection is carefully considered by these reviewers, sometimes by as many as nine, and by the judges.

Critics'-and People's-Choice

Final decisions are made by the four judges, with no interference whatso-ever from the business department (Mr. Scherman chooses book-dividends, though). After a decision is reached, word of it is sent subscribers a month in advance in "The Book-of-the-Month Club News." The "News" contains a report on the forthcoming book, written by one of the judges, a biographical sketch of the author, and reviews of all other current outstanding books. Indeed, the "News" is in small space a comprehensive literary review of the entire book publishing field.

Despite the weight of authority lent by the eminent editorial board, subscribers are free to be their own judges. They may notify the Club on a return postcard that they do or do not want that month's selection; that they prefer some substitute book, old or new; or that they want no book. Generally they abide by the judges' decision. Sometimes as many as 200,000 subscribers take the monthly selection. Ernest Hemingway's "For Whom the Bell Tolls" sold over 200,000 copies. "Anthony Adverse" and "Gone With the Wind" were among other notable sellers.

Each subscriber's orders and requests are handled on an individual basis by personal account clerks. Each account clerk sends out all books-of-the-month or substitutions and book dividends to a small group of subscribers with whom she becomes thoroughly familiar. A subscriber in Alaska asks to have a batch of books sent before the Winter freeze-up; there'd be no

A GREAT PAIR



WJR
THE GOODWILL STATION
DETROIT
WGAR
THE FRIENDLY STATION

Cleveland



Two fighting fists battered the way to fortune for Heavyweight Champion Joe Louis. * Two radio stations with powerful sales impact are crashing through with championship performance, winning greater sales for advertisers in the "Golden Horseshoe", one of America's richest markets.

BASIC STATIONS · · · COLUMBIA BROADCASTING SYSTEM · · · G. A. RICHARDS, PRES. · · · EDWARD PETRY & CO., INC., NATIONAL REPRESENTATIVE

APRIL 1, 1941

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Story, Brooks & Finley National Representatives

The Miami Herald

OVER 90% COVERAGE IN CITY ZONE

MORE for your PAYROLL DOLLARS

 Several hundred clients totaling a hundred million dollars in annual payroll have found that through our

APTITUDE and ABILITY TESTING PROGRAM

they obtain more for their payroll dollars.

- Sales, office and factory personnel evaluated and selection procedures standardized.
- Letter requests from executives will receive free booklet, "The Use of Ability and Aptitude Testing in Business."

THE PERSONNEL INSTITUTE

America's Largest Commercial Psychological Testing Laboratory.

225 N. Wabash Ave., Chicago, III.

mail until Spring after that. A Pittsburgh executive writes a letter of praise for the last selection. A Montana farmer's wife offers suggestions and mild criticism.

"While we have many subscribers in big cities," Mr. Scherman explains, "we also have many in small towns, villages, and along rural routes. It would be difficult to find any town in America that did not have its quota of Book Club members. Many foreign lands are included among the address labels on books which are mailed by zones at the rate of 12,000 a day. That figure is composed of books-of-the-month, substitutions for the regular b-o-t-m, and book-dividends. It requires an organization of over 500 people to operate the Club."

No Big Credit Problems

Book buyers apparently are an honest tribe, paying their bills promptly. The Club has a loss of only about 3½% from bad debts, according to Vice-president Meredith Wood, who is in charge of the administrative end of the business. "Our policy is to use all possible leniency in the matter of collections," Mr. Wood states. "A bill is sent along with each book a subscriber takes, payable within ten days after the receipt of the book. Thus, a subscriber on joining the Club will receive his free book and his first book-of-the-month and will only then be billed."

"In printing our books," explains President Scherman, "we get the plates from the publishers and pay royalties for their use. We pay the publisher a minimum of \$25,000 for the first 100,000 copies printed. Thereafter royalty is paid on a per copy basis. What percentage of this royalty the author gets is a matter of arrangement between him and his publisher. The Club deals solely with the publishers.

"While the author may get less royalty per copy on his Club sales than if the same number of copies were sold through bookstores, he sells so many more copies through the Club that he is definitely the gainer. Also, Club selections have practically established the fame of dozens of unknown authors, so that regular editions of their works, and future works, have been national successes.

"For instance, Pearl Buck had had one novel published, 'East Wind, West Wind,' which sold comparatively few copies, when the judges chose 'The Good Earth.' Before our judges chose 'Life with Father,' by Clarence Day, in 1935, none of his books had sold more than 10,000 copies. John Steinbeck had written several novels, when our judges chose 'Of Mice and

Men,' his first widely known book, in March, 1937. Margaret Mitchell's 'Gone With the Wind' was a first novel; our judges immediately recognized its quality, sending it out as the book-of-the-month. There are numerous other authors for whom the Club has been a kind of fairy godmother.

"The judges do not attempt to pick best-sellers. They choose a book which interests them and which they believe will interest thousands of intelligent people. Usually, though not always, the fact that a book is chosen by the judges makes it a best-seller. Yet no one can force a best-seller, or even know in advance what it will be."

Current advertising of the Club appears in about 30 newspapers, in This Week, and in some 25 magazines. Full pages are generally used. Schwab & Beatty, N. Y., is the agency. S & B inherited the firm of Sackheim & Scherman after Mr. Scherman started the Club. He writes most of the copy for publication ads, and has since the beginning. Direct mailings numbering several million a year go out regularly to various lists, too.

Advertising Has Flexibility

No definite advertising appropriation is set for the year. "Ads are on a week-to-week, month-to-month basis, depending on conditions and the results of previous insertions. Every ad is a test, just as every mailing is a test, and if it doesn't pay out we just forget about it. We try another ad, of course, but in this way—with no inflexible schedule—we can spot failures promptly and do something about them."

For the past two years the magazine appropriation was \$150,000 and \$191,000, with newspaper space and direct mail efforts probably totaling at least as much more.

Advertisements headline such themes as "I just can't find any time to read books" and beneath illustrations of a row of books, "All these books were distributed free. For every two booksof-the-month you buy you receive one book-dividend free." Again and again copy repeats, "There is no compulsion upon you of any kind to buy and read books that 'somebody else chooses' for you. You are never obliged as a member of the Club to take the book-ofthe-month its judges choose. You pay There is no subno yearly sum. . . . There is no sub-scription price at all. You pay nothing except for the actual books you buy You pay for them when you receive them. And you pay no more-frequently you pay considerably lessthan if you bought the same books in a bookstore.

"Your only obligation—as a mem-

ber—is to buy at least four books-ofthe-month during each year you are a member. And you may cancel your subscription at any time after buying the first four books."

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Such reiteration is necessary because most book readers instinctively shy away from the idea of regimentation or having literature crammed down their throats.

"We find that a member who likes the service is our best advertisement," says Mr. Scherman. "Many of our subscribers join the Club through the recommendation of other members. Primarily the Club sells a service to readers aimed to keep them from missing those new books they are anxious to read. Only in a secondary sense does it sell specific books."

John, Viscount Morley once wrote that literature is "the most seductive, the most deceiving, the most dangerous of professions." Mr. Scherman, looking backward at 15 years spent in advancing the cause of literature, during which he has built the most successful business of its kind, might retort, "Out of this nettle, danger, we pluck this flower, safety"—and prosperity.

Cotton Finds New Uses in Prefabricated House

Speedwall Co., Seattle (affiliate of I. F. Laucks, Inc.) has built a "Cotton House" for the Department of Agriculture that utilizes cotton fabric covered fir plywood for walls and ceilings, cotton insulation and floor covering.

The house, modified Colonial cottage style of five rooms, is demountable. It will be displayed in Washington, D. C., and then taken on a six-month tour of the nation with other new applications of cotton designed to move the huge surplus.

For several years Speedwall Co. has been prefabricating plywood houses for the West and Alaska. Last year it marketed room-size (up to 8' by 20') building board by hot press welding together standard size plywood panels and affixing cotton fabric to the face. The large size eliminates trouble with joints, cuts erection time 50%.

Cotton is affixed to the face of the panels by waterproof synthetic resin adhesive. According to President I. F. Laucks, this provides a perfect base for decoration with paint, wallpaper or texture. Such walls can be decorated immediately after erection, saving weeks in construction time, and they will not crack or check. Similar houses were recently approved by the Public Buildings Administration, which is responsible for national defense housing.

TO NEWSPAPER SCHEDULE MAKERS

ON THE TRAIL OF HOT MARKETS

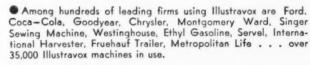
Grand Rapids, Michigan's second largest city, with its 460,000 trading zone population, and its 46% increase in General Motors payrolls, is one of America's most active retail markets. The Grand Rapids Press, with the largest per capita newspaper circulation in the United States, covers this major Michigan Market practically home by home. For further facts, call

I. A. Klein, 50 E. 42nd Street, New York; or John E. Lutz, 435 N. Michigan Avenue, Chicago.



Grand Rapids Press





• Whether you employ one salesman or one hundred, you have a never-ending training job to do—young salesmen to coach veterans to inspire! Illustravox will modernize your training methods—will get business for you when competition is keen . . . when business is hard to get. Full details upon request!

ELECTRO-ACOUSTIC PRODUCTS DIVISION OF

FORT WAYNE, INDIANA, U.S.A.



You hope your prospects will keep on wanting your product, even if they have to use a substitute now, don't you?

You want to develop an ever-increasing demand for your product to build markets that will absorb your capacity after we return to normal times, don't you?

In a time of high personnel turnover you want all newcomers to learn about your product, don't you?

So keep right on selling your product as hard as you can, and then, in each ad, explain what your situation is, and what you're doing to speed production and to handle all orders, large or small, on a fair and equitable basis.

Sold out? That's exactly when you need to "tell all"* in a big way . . . if you want to maintain never-ending demand for your product and the lasting good-will of your trade!

*Because Business Papers are read for information, not for fun, these TELL ALL principles work:

"Give each ad a specific objective; tell all that the reader must know before he can be expected to act; and explain it properly!"

"Don't generalize; get down to cases; talk in terms of the special interests of your various prospects in special markets."
"Give the reader some idea of prices, or costs!"

"Be specific. Sales are made, companies are built, product by product. So—advertise product by product. They don't buy your 'line'. They buy your 'products'."

"If you are trying to get a dealer to display and push your

products over the counter, don't stop at telling him about your consumer advertising. Tell him all the reasons why your product is a buck twenty higher than most, if it is. Tell him how to display it. Show him how to make money out of it. Give the reader the same sort of help that he gets from the editorial pages of his dealer paper. That's the only reason he reads it!"

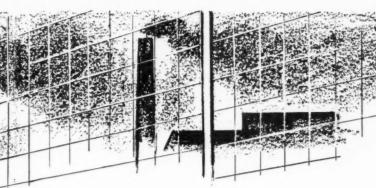
"If it's inquiries you want, you can get them all right . . . if you offer something that's really useful to the reader and tell him why it's useful!"

"Don't be afraid of long copy. Make it informative! If it's direct action you're after, suggest it in your copy and tell the reader why he'll get something out of acting!"

"Get out in the field and dig. You've got to know all before

THE ASSOCIATED BUSINESS PAPERS 369 Lexington Ave., N. Y. C., CAledonia 5-4755





Advertising can do many useful things besides building sales volume

See what you can do, through advertising, to take some of the load off of your service department, or to ease the difficult "customer-relations" problem of your sales department. Analyze

your line. Maybe there's an item that's not sold out . . . or perhaps some "orphan" item that has never gotten the promotional break you have hoped to give it some day.

Above all, don't ever fall back upon just "keeping your name before the trade." Keep on selling your product . . . keep on giving your business paper advertising an important job to do.

And it is important, in these crucial times, to promote industrial efficiency in America! Quoting from Industrial Marketing magazine "We have got to help, each of us, in his small way, to build, duplicate, and surpass that great 'secret weapon' of the invader: industrial efficiency."

That goes for the efficiency of selling, too. Remember the "obsolescence of salesmanship" fol-

lowing the last war? Good salesmen became order takers and never got over it.



Here's Proof!

The sad plight of seventeen companies that got soft in their selling and quit their advertising is graphically recorded in a fascinating

booklet called "Proof" which was compiled by the Philadelphia Chapter of The National Industrial Advertisers Association. The better your business is—the higher your stack of unfilled orders—the more you owe it to yourself to read this booklet. It's yours at cost—\$1.00.

you can tell all, and if you'll tell more, you'll sell more!"

"Don't get fed up with your own sales story. No matter how often you get tired of seeing the same old arguments presented in print, remember this-if you know your product and your market, and tell your sales story from the prospect's viewpoint, it's the only story you've got. Change the pace, use new approaches, produce fresh evidence that your story is true; but never stop telling it, never stop telling all of it.'

Let business paper salesmen help We know that a greater use of TELL ALL copy principles will make more business paper advertisers better satisfied customers; hence, not so hard to sell. The publishers, editors, and salesmen of A. B. P. papers are anxious to work with you to get more of the selling into your advertising that must be in it if you're to get more sales out of it. Ask them for suggestions.

The Associated Business Papers Room 2486 369 Lexington Avenue Hew York, N. Y. Enclosed find \$1 for which please send me, prepaid, my copy of "Proof". Name Position Company Address City and State

High editorial standards



Reader interest in torms of paid circulation

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Identity at Point of Sale: How One Soft Drink Maker Gets It

Aside from basic quality in the product itself, perhaps the most important element in the sale of thirst-quenchers is adequate "we sell it" advertising at every retail outlet.

Based on an interview with

RUDY SEVERIN

Advertising Manager, Lyons-Magnus, Inc., San Francisco

HE soft drink business has shown consistent and substantial growth ever since prohibition and is still striding ahead. One important reason for this, says Rudy Severin, advertising manager, Lyons-Magnus, Inc., is the intelligent and thorough job manufacturers in the field have done on point-of-cale promotion and merchandising programs.

While L-M root beer does not claim to have as big a point-of-purchase program as some of the national soft drink concerns, nevertheless, in its territory (roughly, the 11 western states) it has a point-of-purchase program that is one of the most complete and thorough on the Coast. It was put in effect two years ago when Lyons-Magnus broadened its distribution from fountains to include franchised bottlers, and it has been very successful.

Lyons-Magnus root beer has been sold on the Pacific Coast for 30 years, originally from barrels as Magnus root bear, then to soda fountains. Later the company began to offer the syrup to bottlers under a franchise plan. Under this system, the flavor manufacturer retains full ownership of the name of the drink, letting franchises to bottlers to sell the drink in specified territories, and selling them the flavors. The manufacturer who wants a consistent, unified job of promotion done, will set up a program that takes in advertising, merchandising, and carries through to the point of sale.

"Point-of-sale material must be so attractive, practical and useful that the dealer will go for it, and it must be designed to go up in as many different places as possible, with as many different uses as you can invent, so that it will be contantly and diversely used and stay in place," says Mr. Severin.

The L-M program includes the supplying of assorted point-of-sale material, bottle hangers, die-cut signs, decalcomania transfers, bag racks to hang over the wrapping counter of grocery stores; bottle racks to set up in stores for display of the root beer; bottle coolers with special signs; advertising mats; arrangements are made with bottle case manufacturers so that bottlers may have the Lyons-Magnus name and trade mark printed on their cases; blue prints of trade-mark enlargements are available for guidance of truck sign painters; and standard

uniforms may be had for driver-salesmen employed by bottlers.

Uniforms and coolers are not strictly point-of-sale material, but adjuncts to the program. For these latter, arrangements are made whereby a standard design is provided and manufacturers of the equipment sell direct to the trade.

Point-of-sale material is developed and produced by the company and a price set. The company considers that cost of promotion should be shared by the bottler. Because the manufacturer produces the sales material the cost is substantially less than if each bottler developed his own, and the manufacturer has unified, consistent promotion. Under the Lyons-Magnus system, the bottler receives an advertising allowance based on his purchases of the flavor; this allowance is applied against his purchases of point-of-sale advertising; practically all bottlers buy in excess of this allowance.

Each bottler is supplied with a loose-leaf merchandising manual. This serves as a list or catalog of the many types of material available, describes in detail how it is used, and keeps the trade up-to-date on merchandising developments.

Easy to Order and Use

In addition, die-cut cards are available, a new one each month. As new sheets are available, they are sent to the bottler to be included in his manual. At the same time, order blanks are supplied, so planned that the bottler's flavor needs, labels, and point-of-sale material may be ordered on one blank.

To assist the bottler to make the fullest and best use of his advertising material, the company has a staff of specialty men who work exclusively with this trade. The salesmen explain the uses of the point-of-sale material train bottlers' driver-salesmen in sales technique. They also go the rounds with the driver-salesmen and help to install point-of-sale material where it will be most effective and stay up longest.

Aside from the necessity of sharing promotion costs with the bottler, Lyons-Magnus find it sound psychology, for, "when a bottler invests real cash in advertising material he is going to see to it that the material is used and used effectively."

In working out the sales promotion material the company had to keep ser-

Promotion Minded ADVERTISING MANAGER Seeks Tougher Job!

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31-year-old "hardy" wants job where requirements commensurately tax his background and potentialities. Has exceptional intensive and extensive training in sales promotion and analysis.

promotion and analysis.

Capable relations man, public and industrial. Can create and edit top-flight consumer, trade and house publications. Thorough knowledge of type faces, media and reproduction. Layout expert. Writes radio copy, direct mail, publicity. Ideaman. Practical. Open minded. Conscientious.

Constructive liaison coordinator of manufacturer and agency schedules (frequent sales management bottleneck), national or regional. Currently a Coast resident and west-wise in distributor and dealer setups, consumer habits.

If this experience appeals to you—and, if you can offer a tough job with a substantial future (starting salary secondary), please write Box 774, SALES MANAGEMENT, 420 Lexington Ave., New York City.

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CALLING ALL TRAVELERS!

KEEP YOUR EXPENSES IN

BEACH'S

"Common Sense"

EXPENSE BOOKS

Beach Publishing Co., Detroit, Mich.

eral points in mind.

First, we wanted our program to be self-supporting from the start. This meant starting with a minimum of material and adding to it as results justified. We were not in a position to blossom out with wide varieties nor

large quantities.

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"Next was the name. Our product had gained fame as 'Magnus Root Beer' and was remembered by the Magnus name. However, our consumer promotion on other products (liquors, glace fruits, etc.) in recent years had involved the Lyons name and trade-mark. It seemed desirable to us to tie all consumer advertising products to the Lyons trade-mark for their mutual benefit. The first of these problems guided us in the choice of our media. The biggest part of our budget is devoted to point-of-sale material for several reasons.

'Our first success on root beer had been almost entirely owing to point-Thus we were of-sale promotion. simply using methods we had proved

to our satisfaction.

Flexible, Practical

"Because our bottlers are franchised for a definite territory, we need a medium that can be restricted to a particular territory and placed effec-tively in the best outlets. Point-ofsale material gives us this flexibility.

'And since we must sell our advertising as well as our product, we must be able to vary the amount of the sale to fit individual conditions. The bottler wants to see what he buys. and furthermore, he wants to see what he has paid for. Point-of-sale material can be handled by us as merchandise and the bottler can see and count what he gets."

The necessity for linking the Lyons trade-mark to the Magnus name guided the company's promotion de-partment in designing the point-ofsale material. Greatest emphasis was placed on featuring the trade-mark.

Certain taboos had to be observed, it was discovered, if the material was to be accepted and used. For instance, bottlers do not like to have any suggestion of the use of straws or even of glasses: it is naturally more economical for all concerned to drink

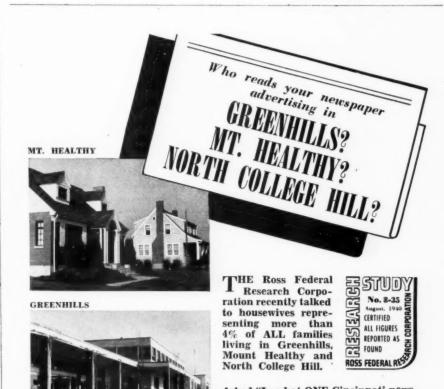
direct from the bottle."

In selecting metal signs, says Mr. Severin, sizes and types were developd "to fit on anything from a roof top to a refrigerator. We may sometimes have our troubles getting metal signs up, but once they are up they will stay up.

Among the metal signs are: a 3' x 5' sign of 26 gauge metal, painted with Dulux in the company's colors of blue and gold with the product featured in red on a white background. In the merchandising manual describing the sign, it is suggested that it be placed on the front or side wall of buildings facing main traffic arteries, high enough so as not to be obstructed by other buildings or by parked cars. Another suggestion is that it be placed in prominent locations at roadside stands. For less prominent positions, an 18" x 54" panel is offered. In addition there are 12" x 20" bullseyes, 14" x 20" flange sign, and 9" x 24" tacker sign, for indoor and outdoor

The merchandising manual shows how the 12" x 20" sign may be used out of doors in limited spaces, or indoors adjacent to beverage cooler or ice box or near the beverage department. The flange sign is designed to be used on posts or corners of buildings outdoors, so placed that both sides can be seen; or indoors attached to store pillars near beverage departments, attached to ice box or adjacent wall. A wide number of uses for all of these metal signs is suggested and illustrated in detail in the merchandising manual, and the company's specialty men collaborate in getting them placed.

Among the more temporary signs are bottle hangers, display cards and small die-cut pieces. Among the larger of the temporary indoor signs is the



NORTH COLLEGE HILL



Asked "In what ONE Cincinnati newspaper do you pay the most attention to advertising?"...46% of those who expressed a definite preference for ONE paper said "Times-Star," as compared with only 32% for the other evening paper, 20% for the Sunday and 3% for the morning paper.

MORE EVIDENCE that the Times-Star's LARGEST daily circulation in the rich, \$300,000,000 Cincinnati Trad-ing Area blankets able-to-buy fam-ilies with greatest selling efficiency,

Part of a detailed study covering a total of 58 sections of Metropolitan Cincin-nati available FREE. Write for it today.

HULBERT TAFT, President and Editor-in-Chief Owners and Operators of Radio Station WKRC

NEW YORK: Martin L. Marsh 60 East Forty - second Street

CHICAGO: Kellogg M. Patterson 333 North Michigan Avenue.



"But it's always No, No, No; my sales manager is simply going to hate the two of us!"

* * *

"Thirsty" display panel in six colors on heavy cardboard. It gives prominence to the product name and trademark with the suggestion "When you're thirsty"; a bubbling glass is set against a background of snow-capped mountains, carrying out the hint of coolness. A series of suggestions for use of this indoor panel is given in the manual.

Then there is a six-piece die-cut display set, prepared with Kleen-stik, one piece sent each month for six months. Each piece goes out with a loose-leaf sheet of the merchandising manual, fitted into a pocket on the sheet, and along with it full instructions and diagrams for use as counter display, attached to shelves, to wire bottle racks, as bottle hangers, or for use on walls or fixtures.

Modernistic streamlined bottle coolers in baked blue enamel with the product and trade-mark featured in yellow and red on white are offered as subsidiary material, together with bottle cases, patterns for truck lettering and special paint jobs, and embroidered emblems for employes' uniforms.

Among recent additions to the material are a wire display rack, a bag rack, a six-bottle carton, and a mammoth poster (5' x 3') for window

background, ledge or wall display.

The wire display rack folds flat, has the appeal of being completely assembled and set up instantly without tools, holds ten six-bottle cartons and ten individual quarts or 21 individual ten-ounce bottles. "Helps Hospitality: Take Some Home" is the slogan on the two-faced permanently attached metal sign, which provides space for attaching current advertising such as the die-cut pieces.

Because of its usefulness, the bag rack is popular. It is all-metal, easily suspended from the ceiling with hooks and wires, holds an assortment of paper bags within easy reaching distance of wrapping counter. Two display surfaces in the Lyons-Magnus colors feature the six-bottle carton.

The six-bottle cartons are designed for maximum utility: They have large display surfaces, fill quickly, hold the bottles securely, fit the standard cases, can be stacked for display, are not mutilated when unpacked, and can be used and re-used a number of times.

It is the experience of the company that display material is used if it is simple to set up and if it stays in place without trouble. On display material for windows, refrigerators and other hard surfaces, adhesive tape (Kleen-stik)—whose gum leaves no mark when the sign is peeled off—is used. The new mammoth poster also fulfills the requirements of simplicity. It comes in a compact roll, the poster is unrolled and ends are turned back and locked into two corrugated strips. The strips are locked rigidly with corrugated easel. When in place, the display will stand alone on a surface 7" deep by 5' long. It is designed for use as window back ground, on ledges, or for wall display. The merchandising manual loose-leaf that goes with the poster gives a detailed diagram for its placement and use.

Other Lyons-Magnus advertising services include mats for newspaper and circular advertising.

Results — and Some Rules

"During the two years that we have been developing our program we have had a number of our pet ideas knocked cock-eyed," says Mr. Severin, "but we know now we are on the right track." Results show it, for in 1939 bottlers' Lyons-Magnus beer sales were double the sales for 1938. This trend continued throughout the first half of 1940. Launching into new territories in the latter half of 1940, insofar as sales of root beer to bottles were concerned, is expected to show increasing good results when the root beer season of 1941 gets under way. Fountain sales of root beer, benefitting from the bottlers' program, are steadily climbing and are expected to reach new heights by the peak of the 1941 season. The company is now working on a new set of posters and point-ofsale advertising pieces to launch the 1941 campaign.

Outstanding points that have been learned during the experimentation period with point-of-sale, are:

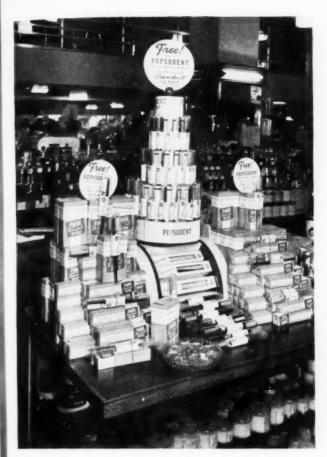
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First, have an integrated program that carries through for each and every piece of material offered.

Study the needs and taboos, even the prejudices of the trade and offer material they want and can use; give it a value by charging for each piece, since it is human nature to use what you have paid cash for.

Don't be content to turn out material, but give complete and detailed directions for its use, for though its uses may seem simple to you, the other fellow may find it complicated, or be too busy to puzzle it out, or he may lack imagination. The merchandising manual with loose-leaf sheets giving complete directions for the employment of each piece of point-of-purchase material is to fill this need. Specialty men give additional assistance and see that the stuff is used, and used effectively.



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No space grabber is Pepsodent's new 'Tooth Brush Tower' counter display (center of this typical grouping); it has a base only 12 inches square. In thousands of drug stores it has been given unusually prominent space—often in that priceless spot next to the cash register.

Pepsodent Promotes Premium, New Product; Hits Jack-Pot Twice!

Pepsodent protected itself with a 500,000 backlog when it made its Cub camera premium offer, and still fell hundreds of thousands behind. A 1,000,000 backlog of its new tooth brush moved out in two weeks!

ON'T get caught short!"
was the warning Pepsodent flashed to the drug stores of the nation when, last Fall, it offered a camera for 15 cents in coin and a complete carton from any Pepsodent product. Then Pepsodent itself proceeded to get caught short!

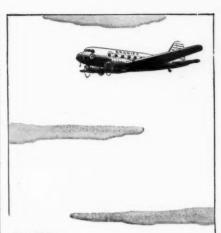
The Pepsodent management thought it had built up a safe margin when it had stacked a reserve of 500,000 cameras. The theory was that with this head start the manufacturers of the camera could fill all demands on short notice. It didn't work that way. The offer opened on November 10 and was to continue to December 10.

What happened was that the 500,-000 cameras melted away like dew on the Sahara. The public ignored the deadline. Cartons and coins poured in all Winter. Fairly well along in March, three months after the closing date, when SM checked for results, demands were still coming in at the rate of 700 a week. Pepsodent only then was catching up.

When Pepsodent fell behind in supplying cameras—hundreds of thousands behind—to retain the good will it had hoped to build up by the offer it mailed notices to the buyers apologizing for the delay and requesting patience. Then, to appease those who wrote again to complain, the management sent a second letter in which it said:

"Everything in our power is being done to speed up delivery. . . .

"We are mailing thousands of cameras every day—just as fast as they are available. You will receive yours. Unfortunately it may be another three or four weeks, depending upon the order in which your request was received. We are truly sorry.



THE MODERN WAY TO MARKET

Rich markets Southwest are best reached this modern way . . . by Braniff.

You'll get there quicker, arrive refreshed and full of new energy, have more time there for business and pleasure. Counting all costs, you'll find your total travel expense is less, too.

For fun or fortune it pays to fly Braniff.

Next trip . . .

try Southwestern hospitality on wings.



"As an indication of our regret, and in appreciation for your continued indulgence, we are enclosing this 25-cent size package of Pepsodent tooth powder with our com-

Optimistic though they were, perhaps the Pepsodent management should have guessed a little closer on the results. The announcement blanketed the nation with record-breaking thoroughness-two pages in Collier's; full pages in Life and Liberty and This Week; and to camera fans, in Popular Photography and Minicam. Then in color in Comic Weekly, Metropolitan Comics, This Week and in comics appearing as supplements in 71 metropolitan and major market newspapers. All this, plus Bob Hope's NBC Red Network radio program.

They told the drug store operators of the nation that they expected 80,-000,000 persons to hear about the offer or read about it! They now think that many must have. It was just about the whang-dingest response anyone ever heard of. And it meant a full four months of high blood pressure in the Pepsodent advertising

offices.

Again, While the Iron Is Hot

Then, before that fever had dropped to normal, Pepsodent stuck its neck out again. It decided to go into the tooth brush business. The step was not taken brashly. Surveys had been made and certain wise men, considering themselves experts, advised against

it. They said:
"The tooth brush business is hazardous. The field is filled. Tooth brushes are much alike. They are sold on price. The few leaders in the field have the market flooded. They sell through deals and they load the stores. Look at the big displays they have. Anyone coming into this market will have just a heluva time." Or words to that effect.

Pepsodent decided to take a crack at it anyway and, getting ready, laid up a backlog of 1,000,000 brushes. On top of that, of course, it was producing and packing added thousands of brushes every day. Then it tied the brushes into Pepsodent's \$1,000,000 advertising campaign for 1941. Also, it developed a smart selling talk. Most tooth brushes have around 25 tufts. Pepsodent came out with its "50-tuft tooth brush."

This was made partly possible because Pepsodent uses a synthetic bristle made of du Pont's Nylon, though Pepsodent, for trade-mark purposes, has renamed it "Fibrex." The "50 tufts" were further made possible by a patented machine recently developed by the Owens Staple Tied Brush Co.

Pepsodent says, this greater amount of bristle in a small head, besides doing a better job, has a more pleasing "feel" in the mouth. Then, as an introductory offer, a tube of tooth paste or a package of tooth powder, 25-cent value, was given with each brush sold.

Dealers were told:

'We won't load you with brushes and leave you holding the bag.

We won't monopolize space on your counters with elephant-size dis-"We won't make slight changes in

our brushes to obsolete stocks. 'We won't offer inside prices,

undercover deals, or secret rebates. We will give you your usual dis-

counts on small orders for our brushes. We will establish and maintain our Fair Trade contract minimums.

We will, as always, guarantee sale of every Pepsodent product.

We will give you the biggest advertising campaign ever put back of a

sales drive, Pepsodent had stocked up a backlog of 1,000,000 brushes to enter what it frankly called a "chaotic market." As in the case of the "Cub" camera, advance estimates went glim-Pepsodent figured that it would take three months to move those 1,000,000 brushes in addition to the current production. They were moved out in two weeks! In those two weeks, it is estimated, the brushes were in more than 50% of the outlets of the nation.

Another under-estimate had been made. Display pieces for windows and counters had been ordered with view to a steady but substantial demand. Because of the extraordinary demand print orders have been increased 600%. The introductory offer ends on April 26. When the campaign was started estimates were set up for a full year's requirements in brushes. Dealer orders covering the introductory offer already have more than equaled estimated sales for the year,



Pepsodent wasn't pessi-mistic—but neither was it prescient—when it or-dered display pieces for the tooth brush introductory campaign. It just couldn't foresee that un-precedented dealer use of the pieces in such window displays as this would force the company to in-crease the original print order 600%!

Heading the magazines used in this campaign are Saturday Evening Post, Life, The American Weekly and This Week as well as Bob Hope's radio program on a network of 66 stations. The prospectus shown to dealers told them that 115,000,000 listeners and readers would be told about Pepsodent tooth brushes,

Then the "Tooth Brush Tower" was introduced. Most tooth brush display cases were designed to "grab" as much counter space as possible. This new one has a base of only 12x12 inches. But it goes up "four stories high." That is, it rises the length of four tooth brushes. Three circles of tooth brushes revolve on the lower base.

With this device something happened—the tooth brush display moved up, in many instances, to a position right next to the cash register.

Remember that, readying for the

When the magazine advertising appeared there was a sudden rush for the brushes. Then came a let-down. With that Bob Hope began to plug the brushes and the sale tide swiftly rose again.

In order to carry the story direct to the dealers, advertising was used in drug trade publications and a synchronized slide film running 19 minutes was prepared. This is carried by company salesmen and is shown individually or to groups. It tells the complete story of the advertising and promotion put behind the brushes and other Pepsodent products.

One of the ideas incorporated into it is a graphic illustration of the proper approach to the customer. Rennebohm Drug Stores, Inc., of Madison, Wis., operating 13 retail drug stores, taking the cue, sold nearly 20 gross in two weeks. One salesman sold 345 brushes in that time. He reported back that one customer, a dentist, bought three dozen.

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In planning its promotional campaigns Pepsodent always takes into consideration one fact—"dealer ease." It tries to avoid forcing the seller to do extra labor. That, perhaps, was one reason for the amazing results of the camera offer. Dealers were not asked to stock cameras or even samples. In fact, if the dealer did want "cameras to show customers" he was limited to only three.

The cash and coupons were mailed direct to the general offices of the company in Chicago. The cameras were mailed out direct. All the dealer had to do was to keep stocks of Pepsodent products — Irium Pepsodent, Pepsodent Liquid Dentifrice, Pepsodent tooth powder and Pepsodent Antiseptic in stock. He didn't even know if the customer was after a camera. All he saw was the products going out and the cash coming in. He had no investment in premiums.

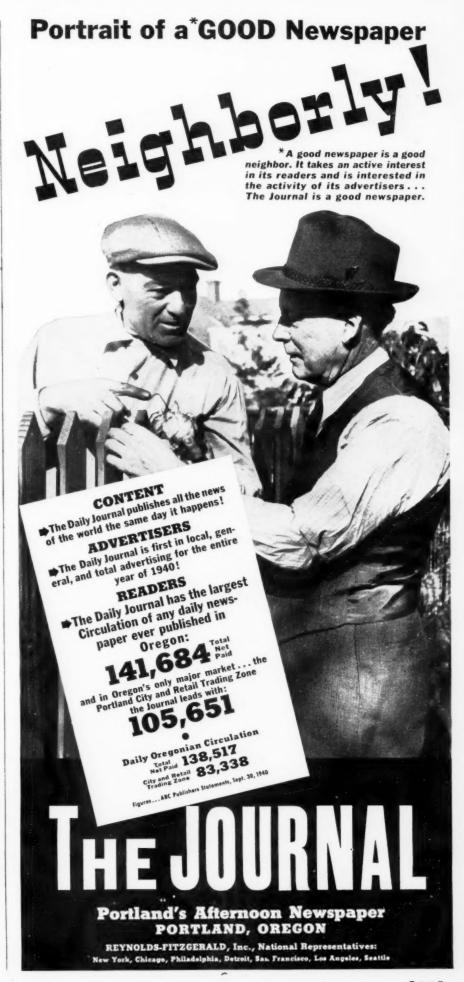
This method of procedure, it is pointed out, eliminates entirely the hurdle — dealer effort — upon which many a premium offer is broken. Insofar as the dealer was concerned the entire job was done for him. He profited but he didn't toil. It was pennies from heaven.

But this isn't the only time that Pepsodent has originated and pioneered. Take the case of Bob Hope. Bob, unknown to the air, appeared on a guest program in 1938. Pepsodent executives, hearing him, decided that he had something and arranged to have a program built around him. His "box office" was quickly proved and with surprising agility he became one of radio's aces.

With the help of Jerry Colonna, Brenda and Cobina and others his program is in top rank, millions considering it the "fastest" on the networks with its 66-station broadcast. Cameras, toothbrushes, radio—Pepsodent seems to have the merchandising gift.



This is the Cub camera Pepsodent offered as a premium . . . it was three months after the announced closing date before supply began to catch up with demand.



APRIL 1, 1941



Are Women Numbskulls?

Editor, SALES MANAGEMENT:

I have only a normal person's interest in the very careful studies you have been making on the liking or disliking of certain food packages.

One thing that stands out in my mind is the usual shape of olive bottles and maraschino cherry bottles, with heights of five to eight times their diameters. I know it has been emphasized in your . . . articles, but has anybody done anything about it?

Have you heard from A & P or any of the other big food marketing people that they are getting out or are going to get out a more sensible package? Why olives could not be packed in a neat jar with a screw cap-and the same goes for maraschino cherries-is beyond me.

A. J. SIDFORD, Vice-president, Behr-Manning Corp.

(It's a long, slow process-this business of educating manufacturers to the need for improving their packages to make them more convenient from the standpoint of the So far as olives and cherries are concerned, the packers are suffering from the fixed idea that women associate

tallness with quantity of contents. They think that women confronted with two containers holding the same amount, one squat and wide-mouthed, the other tall and thin, will always select the tall one because it looks larger. Actually, women are not that easily fooled. Several recent surveys made to gather data on just that point showed that only a small percentage of women were confused by the short versus the tall bottle.—THE EDITORS.)

A Plea for A B C Grades

Editor, SALES MANAGEMENT:

What kind of packages do women like? In our house we like square cans that are easier to store and take up less room in the refrigerator. Things such as jam, jelly, mayonnaise, catsup—which you take out only a little at a time—should be in glass, all others in tin or cardboard. Chili sauce and catsup should be in short, square, w.de-mouth bottles easier to store in the The Hellman mayonnaise jars refrigerator. with the octagon shape and screw caps are just about perfect.

Jars with screw caps of standard, inter-

changeable sizes are much to be preferred. My wife detests those jelly jars and others which are capped with tin lids that have to be pried off, get bent and can never be used again to keep the flies out of the container . . . Lids on containers which require opening and shutting several times—shortening—should be easy to get hold of so you won't break your nails, and should also have a permanent hinge that won't break off. Housewives will then save the cans for general storage purposes.

We detest "phoneys" of all kinds—pinch waists, bottles made very thin and wide and those with two-story bottoms.

This family buys strictly on net contents... and we would like the net contents printed in bigger and bolder type so you don't have to hunt it with a microscope. We also like A, B and C grades on canned goods and government grades on meat and

ALBERT K. DAWSON, Jackson Heights, New York.

"We Weren't Fooling"

Editor, SALES MANAGEMENT:

Your paragraph concerning our tooth-brush ads on facing pages of *Life* mag-azine, incorporated in your "Scratch-Pad" azine, incorporated in your "Scratch-Pac column of March 1, has been duly noted.

We never object to being called smart merchandisers. However, we do object to being accused of intentional deception when such a charge is unwarranted.

Believe it or not, in this particular instance our explanatory message was an entirely truthful one. Its inclusion in the magazine was made possible only through the kind cooperation of *Life*, after it was found to be physically impossible to cancel the color page we had previously scheduled

Perhaps we feel just a little bit sheepish because we didn't think of using this device until it was forced upon us. Anyway, we're glad you noticed it.

V. A. HUNTER, Advertising Manager, The Pepsodent Co.

Men in Drug Stores

Editor, SALES MANAGEMENT:

I seem to recall a chart you published some time ago showing the percentage of male drug store customers, indicating, incidentally, that there had been a falling off in recent years. If this is the case, can you give me these figures?

A. CRAIG SMITH, Advertising Manager, Gillette Safety Razor Co.

(Diligent search among the articles and charts SM has carried on the drug market has uncovered no figures showing that the percentage of men entering drug stores has decreased during the past years. However, a survey entitled "Brand Specifications Survey Among Men Shows That Wives Do the Choosing" would tend to confirm this belief. If their wives do the brand specifying, the men's only compromise with their vanity must be to let their wives do the shopping!—THE EDITORS.) has uncovered no figures showing that the

Art Imitates Life Again

Editor, SALES MANAGEMENT:

The cartoon in your December 15 issue -"It's the 42nd-only this time they're sponsored!"-is a lot more factual than you might suppose.

Some 30 years ago when 1 was a rookie private in the Massachusetts Volun-teer Militia, Humphrey O'Sullivan sponsored a hike from Boston to Lowell, the contestants being members from the various companies of M. V. M. A good many

BALTIMORE INSTITUTIONS:



Most famous medical center in the United States



MARYLAND'S PIONEER BROADCAST STATION

Because WFBR has always been operated in the public interest and with a sense of civic consciousness, it is respected by Baltimoreans as a Baltimore institution.

That public acceptance gives more "pull" to your radio advertising when you use WFBR.

NATIONAL REPRESENTATIVE **EDWARD PETRY & COMPANY** hundred men took part, all in light marching order with arms and equipment, and prizes were awarded to the first three squads which reached Lowell with all eight

squads which reached Lowell with all eight men. The Massachusetts papers carried front-page stories on the hike and O'Sullivan got a world of free publicity. . . . The march was led by that famous old-time walker—Edward Payson Weston, I believe, was his name—who was on the O'Sullivan payroll then. Although he must have been well past 60, he took the lead at the start and finished in Lowell well ahead of the winning squad.

Of course, he didn't have anything to carty—and he was also wearing O'Sullivan's rubber heels.

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G. G. SANDERSON, Advertising Manager, Poultry Tribune.

Ilgvent

Ilg Electric Ventilating Co., Chicago, has begun "the greatest year-'round ventilation campaign in history" for its Ilgvent, Ilgairator and other appliances. Consumer copy in Time is backed up by insertions in:

American Builder, American Exporter, Architectural Forum, Architectural Record, Domestic Engineering, Electrical Contracting, Electrical Merchandising, Electrical World, Fac-tory, Heating, Piping and Air Condi-tioning, Heating & Ventilating, Heating Ventilating Air Conditioning Guide, MacRae's Blue Book, Marine Engineering, Pacific Marine Review, Sweet's, Thomas' Register.

A broadside duplicating Time's cover is going to 30,000 appliance dealers and utility merchandise departments describing the campaign and the Ilg products.

Howard H. Monk and Associates, Rockford, Ill., is the agency.

Thrilling to Own

Following a 40% sales increase in 1940, the largest annual business in its 48-year history, A. H. Pond Co., Syracuse jewelry firm, will inaugurate color pages, as well as b. & w. inser-

Advertising Campaigns

(Continued from page 21)

which Columbia pioneered last Summer. "Every ad will feature the endorsement of a renowned American of impeccable taste and culture . people like Helen Hayes, Lotte Leh-man, Oscar Levant," says Patrick

Dolan, ad. mgr. Benton & Bowles, N. Y. agency in charge, is also placing trade paper copy and direct mail and point of sale material. Local radio sponsorship of a "Masterworks of Music" recorded program on 60 CBS stations, local co-op newspaper space in each distributor's area, and schedules in the concert programs of leading symphony orchestras are additional.

Washington Milk

The state of Washington was the first to enact a state law covering dairy advertising, and has been well satisfied with results. Last year dairymen enjoyed some \$2,500,000 more income than in 1939, and this figure should rise even more in '41.

Educating Washingtonians to use more milk and milk products and participating in the program of the American Dairy Association is financed by an assessment of 1/10 of one cent a pound of butterfat—less than 25 cents per cow per year. The Washington State Dairy Products Commission utilizes dailies and weeklies, farm publications, outdoor posters, car cards and radio. This year's fund of \$60,000 is necessarily spread pretty thin.

A "non-vicious circle" is, however, set in motion by such a program. The more advertising, the more milk sold; the more milk sold, the more money

there is for advertising.

Most of the campaign arguments are directed at adults: Use more cheese, cook with butter for vitamin A, etc. The Seattle office of J. Walter Thompson agency is in charge.

IT'S A Man Market

FOR MANY MONTHS TO COME

AS factory payrolls rise under defense spending of about \$800,000,000 a month, mechanically-minded-andtrained men are getting an increased share of that money and are saying what shall be bought with it.

Look at reports of present sales or forecasts of future sales and among the products with the highest ratings are automobiles, building materials for residences, oil and gasoline, air conditioning equipment, paint, tools and machinery, television equipment, trucks, plastics, refrigerators, oil burners-

Yes, there is a definite relationship between the increased earnings of mechanical men and the most promising sales possibilities. It's a man market.

And here is where Popular Mechanics comes into the advertising and sales picture. It reaches over half a million mechanically-minded men-the men who are earning more and who are deciding what will be bought with the money.

It costs less than a dollar and a half a page a thousand to tell a sales story to men who know quality and show that they do by buying the only twenty-five cent magazine edited for mechanically-minded men. There's time to get Popular Mechanics on most of your 1941 schedule.

POPULAR/MECHANICS lagazine

200 E. Ontario St., Chicago • New York • Detroit • Columbus

tions, in Glamour, Good Housekeeping, Life, Mademoiselle, Photoplay-Movie Mirror, Saturday Evening Post, Screen Guide, Screenland, Silver Screen.

With such themes as "Lovely to look at—thrilling to own—a genuine-Reg istered Keepsake diamond ring," the company will picture and describe its engagement and other rings nationally. A rotating window display, movie trailers, mats and similar dealer helps supplement.

John B. Flack, same city, is the agency.

10 Star Tune-Up

Standard Oil Co. of Indiana, Chicago, starting in the southern part of its Midwest sales territory and working north, is offering motorists a "10 Star Spring Tune-Up" for their cars to "chase away those Winter blues." The tune-up includes checking battery, installation of warm weather lubricants, washing, etc., for a special all-in-one price.

Over 1,700 newspapers carry the story, a two-color full page at first and smaller space later. Service stations are supplied with banners, signs, cards for hand-outs and direct mail, etc.

This application of "package" merchandising to service station sales was tried last year for the first time by S. O. Ind. Its popularity prompts its repetition, according to McCann-Erickson, Chicago office, in charge.

Trustworthy

"Things a Man Can Trust" is the theme of a new magazine campaign by New York Life Insurance Co. Four-color pages and four-color bleed pages in Collier's, Farm Journal, Saturday Evening Post, N. Y. Times Magazine carry the first of the series.

It pictures "Old Faithful" geyser and copy explains "There are men and institutions that merit the name of 'Old Faithful' as truly as does the remarkable geyser in Yellowstone National Park. In these times it is well to know them. It is a comforting thing to be certain that, whatever happens, we can count on them. To the more than two million policyholders of the New York Life Insurance Co., the feeling of confidence in their company is a priceless possession which has a solid foundation of integrity."

Other subjects in the series include the unfailing miracle of Spring, the North Star, migration of birds, etc. Cecil & Presbrey, N. Y., is the agency.

Breyer Celebrates

Commemorating its 75th anniversary, Breyer Ice Cream Co., Philadelphia, "World's largest maker of ice cream," has launched its heaviest newspaper drive.

Copy is appearing in 84 papers through N. Y., N. J., Penn., Del., Md., Va. and D. C. and will continue until Fall. Besides institutional copy, describing the company's founding and its "Pledge of Purity," the ads promote new "streamlined" flavors, such as strawberry-vanilla and others.

Spot radio, outdoor posters and car cards are additional media in the Diamond Jubilee celebration. McKee & Albright, Philadelphia, is the agency in charge.

Nickel, Nickel

Pepsi-Cola Co., Long Island City, N. Y., has reserved the five minutes between 9:55 and 10:00 p. m., EST, on 135 stations of NBC's Blue network for the next 20 weeks.

Monday through Friday, Ray Perkins, as "the Nickel Man," will urge listeners to submit contributions in a jingle contest. For each jingle accepted, Pepsi-Cola will pay \$10.

Agency: Newell-Emmett, N. Y.

SALES MANAGEMENT



Sales and advertising executives should look for this symbol in Sales Management advertisements as indication of a highly favorable current income ratio in the area indicated—a practical expression of the SM "High-Spot-Cities-of-the-Month" ratings given in the first issue of every month.

General Mills Slide Film Puts Over a Difficult High Quality Story

The Minneapolis flour firm wanted to show its salesmen, jobbers and bakers the farm-by-farm tests it makes throughout the nation's wheat-growing regions to assure top-grade wheat. Sound slides cover the vast, complex subject-excitingly, effectively.

NENERAL MILLS, INC., of Minneapolis, had a story it wished to tell to its salesmen, to flour jobbers and to bakery customers. It chose as its medium the sound slide film. The idea was to show how the company sends experts into the fields of wheat producing areas of the U.S. each year to check the grain for desired qualities in order to guide the grain buyers who pur-chase for its mills. The film was entitled "Products Control Means Flour Insurance.

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There are 100 slides in the picture and a showing takes 25 minutes. To grasp the interest of the audience quickly staged effects are used in the opening frames: A multitude of people, arms outstretched, imploring Pharaoh to open his storehouses and give them grain; pictures of the ruins of Pompeii, one showing a bakery which includes the grinding of grain, the mixing of dough and the placing of loaves on hot stones. The voice

"In Pompeii, the bread was not the tasty food it is today.'

From Seed to Sandwich

From there on peasants are shown cutting wheat with hand sickles, 50 hours to harvest one acre averaging 15 bushels; next the cradling of grain which reduced the time to, say, 25 hours; then the binder and five hours; the threshing machine, in the field, two to three hours; and, finally, the huge combine and an acre cut and threshed in 45 minutes!

But speed was not enough, for, with the rise of scientific baking processes and laboratory tests, it was found that there was a vast difference in breads baked under conditions that did not Why? Chemists found that

the difference was in the wheat itself. Here the American Institute of Baking and its "department of nutrition," steps into the picture. The statement is made that "quality flour begins with the wheat." So, gradually, the story of the search for the wheat that makes the best flour is unfolded. General Mills' wheat survey crew is in action when the first wheat begins to turn golden. That's around Wichita Falls,

Samples of the new grain from farms and ranches in every direction begin to pour in on fast trains, in motor cars, in airplanes and a high speed truck. Physical and chemical tests are made, a record kept of where each sample originated. Each step in the program is illustrated; how each batch is tested for protein content; how it is tested for moisture content; how it is conditioned for milling; how "tempering" is done; how it is ground into flour; how it is put through a baking test-all this and more.

After the baking test, the film shows how the word is sent to the buyers to purchase in this county or this area and to avoid others. Good and bad areas differ each year GM has found



ELEMENTARY!

IT'S perfectly natural that the business magazine which attracts the most paid subscription readers among key men in big business in big cities also attracts the most readers among key business men in smaller cities.

The problems and progress of both spring from the same elementary sources. So does the reader interest that gives Nation's Business more paid circulation* than the next two business magazines combined.

NATION'S BUSINESS

Reaches More Business for \$1,600 a Page *



A WHEEL WITHIN A WHEEL: The big wheel represents 320,205 business men who demonstrate their reader interest in Nation's Business with personal, folding-money subscriptions. The little wheel stands for 36,275 subscriptions paid by membership dues in the U.S. Chamber of Commerce. 320,205+36,275=356,480, total net paid. For more advertising facts, address: Nation's Business, 1615 H Street, N. W., Washington, D. C.

APRIL 1, 1941

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As in the story of the house that Jack built, General Mills can say, "This is the field that produced the wheat that was ground into the flour which was baked into the bread that was tested in the laboratory and proved of highest quality." The identity of each sample, the film shows, is carefully preserved through every step of the testing process.



in 12 years' experience with the survey.

Pictures show how doughs are fermented for the tests, how tests are made for "stickiness," how they are run through "dough sheeters" and how they are molded into loaves. They reveal how the experts detect such weaknesses as "shortness and buckiness" or having an inferior gluten quality or doughing character. They show how the baking is done by electricity in automatically controlled ovens to insure accurate and neverchanging conditions.

As the story unwinds, the pictures show how the laboratory judges and grades each loaf on a basis of depth of color and brightness; for crust color, crust character and "ovenspring."

After all these tests, and others are completed and the results are transferred back to the original wheat samples by means of "ear marks" on the sample bags, the experts know the quality of the wheat grown in each area—on almost any farm. Then wires go to the buyers in the wheat districts telling them where to buy and where not to buy.

The picture shows how these traveling testing laboratories follow the ripening grain north through Oklahoma, Kansas, and on into Minnesota and the Dakotas. It reveals how finally the findings make their way onto a great map which is marked with sym-

whole a final rating, and we do so by coloring the area one color which indicates average baking quality of wheats from that locality. As quickly as these maps are developed they are sent by air mail to all our grain buyers."

The narrator explains that the crew consists of chemists, bakers and trained technicians and that enough of them are carried so that, as the harvest moves north, the main crew can travel with it, leaving here and there a skeleton crew to mop up the unfinished business. As that job's done, they rejoin the main crew which has gone on ahead.

Pictures show field scenes, railroad yards, jammed with trains of wheat moving to the mills. Then, rechecking the field men always, are the General Mills home laboratories.

The film is available to all General Mills bakery merchandisers for showing in sales meetings and to groups, in jobber salesmen meetings and in individual meetings with bakery organizations. It is available to General Mills salesmen in all parts of the country. The film was made by Atlas Film Co., Oak Park, Ill., under the direction of Ray Waters. A crew of photogra-



bots showing where the wheat is graded as excellent, good, fair and poor.

"Things happen fast when wheat is moving," says the narrator, "and spotting and coralling bad wheat is as exciting as a detective's job of rounding up criminals. Only we get the kick out of avoiding the poor and finding the good in the wheat population.

"When we have tested a sufficient number of samples from any one county we can give that county as a phers and attendants from the Atlas organization went down into the harvest area with the wheat survey crew last Summer and took the shots right on the action front.

The scenes showing the American Institute of Baking and the School of Baking of General Mills were taken in the classrooms under the supervision of the schools' instructors.

Illustravox sound slide projectors and Da-Lite screens are used by General Mills.

\$280,768,840*



DID YOU GET WHAT YOU WANTED?

That string of figures represents what advertisers spent for *space alone* in magazines, farm papers and for radio time during 1940.* When the figures for 1941 are in they'll probably be as big—or bigger. Some of 1941's expenditures will turn into sound investment. Others will have to be written off as speculations that turned into duds.

You can do a sounder job of selling in the nation's markets if your advertising program is Ross Federal tested. By knowing what kind of advertising, where placed, and when, will bring maximum returns — by knowing the facts, prejudices, preferences that make up the buying habits of people who are or should be your best prospects, you can get rid of the

bugbear of hit or miss spending and make advertising really work for you.

Ross Federal Research personal interview surveys, drawn right from the heart of the market, anywhere in the country, report to you the consumer's real reaction to your product, your advertising, your company. A Ross Federal marketing study gives you the impartial information you've been wanting.

Whether you need facts drawn from a limited area or from the entire country, Ross Federal can get them for you quickly, accurately and economically. Why not call in a Ross Federal man today and let him explain what marketing research can do to increase your sales and profits?

*As reported by Printers' Ink Weekly and Publishers' Information Bureau.

ROSS FEDERAL RESEARCH

CORPORATION - 18 EAST 48th STREET - NEW YORK

Boston New Haven Albany Buffalo Philadelphia Pittsburgh Cincinnati Washington **New Orleans** Charlotte Memphis Atlanta Chicago Milwaukee Minneapolis Des Moines Kansas City Indianapolis Omaha Oklahoma City San Francisco St. Louis Dallas Los Angeles Portland Seattle Salt Lake City Denver



APRIL 1, 1941

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HOLYOKE MASS.

Per Family Income Is Ahead of 1940 In City, County, State and National Averages



This has been a steadily improving record—not sudden spurts.

Monthly payrolls have provided dependable surpluses to purchase luxury items in addition to necessities.

HOLYOKE PEOPLE

Enjoy ONE Daily Newspaper

It has their confidence in news, editorial and advertising contents—which accounts for its tremendous success and pulling power for all advertisers, large or small.

HOLYOKE TRANSCRIPT TELEGRAM

Sales Management High-Spot Cities

Every month SALES MANAGEMENT in an Income-Sales index, charts the business progress of 206 large cities. The ones shown in the following columns are those where, in the calendar month following, retail and industrial sales should show the greatest increases. Two index figures are given. The first measures the city's expected change in dollar volume of business as compared with the same month last year, while the second one relates that

city change to the expected national change.

Sales and advertising executives need to know that business next month in City A has an index of 105 or an expected gain of 5%—but they need to know more than that. If a campaign in City A brings an increase of 5% when the nation as a whole is up 9% it means that City A is below par (if the national over-all increase is considered as par).

Suggested uses for this index:

a. A guide for your branch and district managers.

b. Revising sales quotas,

c. Special advertising and promotion drives in spot cities.

d. Basis of letters for stimulating salesmen and forestalling their alibis.

e. Checking actual performance against potentials.

As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 206 cities. The price is \$1.00 a year.

Preferred Cities-of-the-Month

The following cities are ones where the expected Income-Sales change—for May vs. same period last year—should be a gain of 15% or more. The city's dollar volume of business in May last year equals 100.

So widespread is the upturn in business that as of today 94% of the cities which SALES MANAGEMENT studies each month clearly point to May business which will equal or exceed last year's figures.

| Columbus, Ga | 140 | Seattle 121 |
|-----------------|-----|--------------------|
| New Bedford | 139 | Stamford 121 |
| El Paso | 137 | Williamsport 12 |
| San Diego | 136 | Wilmington, Del 12 |
| Portsmouth, Va | 135 | Bridgeport 119 |
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| Charlotte | 133 | |
| Norfolk | 130 | Charleston, S. C |
| Pittsburgh | 126 | Hartford |
| lacksonville | 126 | Memphis |
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| South Bend | 125 | Mobile |
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| Detroit | 124 | Wichita |
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| Tacoma | 123 | Cleveland |
| Sheboygan | 122 | Greenville |
| Rockford | 122 | Reno |
| Newport News | 121 | Roanoke |
| Macon | 121 | Altoona |
| Tampa | 121 | Chattanooga |
| Springfield, Mo | 121 | Flint |
| Passaic | 121 | Hammond |
| Baltimore | 120 | Louisville |
| Dayton | 120 | Springfield, Ohio |
| Ogden | 120 | Waterbury 110 |
| | | 2 Marian WENT |

HOLYOKE

WJSV HAS A GOOD COMEBACK



Like clients everywhere, WJSV advertisers grow strong and silent when queried about such matters as rising sales and increased distribution, refusing to wear the heart of their business on their sleeves.

WJSV knows the answer, though. It's in the books. There's Continental Baking, for instance, who have renewed "The Magic Carpet" on WJSV for the third consecutive year, 5 quarter hours a week. There's Bond Stores, now in its eightieth week, 6 quarter hours a week. There's Cluett Peabody's "Nancy Dixon" in its second year, 6 quarter hours a week. There are Loose Wiles (now beginning their third year, 6 quarter hours a week) and De Soto. Not to mention scores of other WJSV clients.

These are the best success stories ever . . . major campaigns that come back to WJSV year after year. And that's WJSV's comeback to people who ask how our clients are doing.

WJSV knows why they come back, too. Washington's per-capita wealth (first in the nation) gives the WJSV market such depth that advertisers can plumb it again and again...and never strike bottom.



COLUMBIA'S STATION FOR THE NATION'S CAPITAL

Owned and operated by the Columbia Broadcasting System.

Represented nationally by Radio Sales: New York · Chicago

Detroit · St. Louis · Charlotte · Los Angeles · San Francisco



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Columbus,

Among six top ranks of cities for every month during 1940-41.

TOP

With anticipated sales-income increase over same month last year of 34% for April, 40% for May.

Reach this year 'round **Preferred Market**

by using

in Columbus

Represented by INTERNATIONAL RADIO SALES



Sales Management High-Spot Cities

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(Continued from page 66)

Income-Sales Index for All Cities Where Increases Are Expected in May

For May the expected national income-sales gain is 10.8%, or an index number of 110.8.

Example: If a city has a "City Index" of 116, it forecasts a gain of 16% over its own Income-Sales total of May, 1940, but as the nation-wide gain is 10.8%, the "City National In-dex" is 105 (116 divided by 110.8 = 105).

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| | for May | for May |
|----------------------------|------------|------------|
| New England | | |
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| Seattle 120 | 108 | San Jose 106 | 96 |
| Spokane 119 | 107 | Oakland 105 | 95 |
| Los Angeles 113 | 102 | Stockton 100 | 90 |

FOR SALES MANAGERS AND THEIR SALES STAFFS

A visible planning or indexing chart with movable colored cards and movable colored transparent signals—readily adaptable to meet any of your indexing problems.

COUNTLESS USES!

Keep important facts before you — such as:
(a) specialties or leaders (e) scheduling conference
(b) territory coverage
(c) territory assignments
(d) product distribution
(g) indexing stock locations

ALL CHARTS BUILT TO YOUR SPECIFICATIONS

Any size you need—large charts can be made by hinging together several sections.

Free sample sent on letterhead request.

For further details and prices, write

E. C. DECKER, Hamilton, New York



No. 1 High Spot City for April and May!

An amazing market which warrants the continued attention of sales and advertising executives in a rapidly changing sales map of the country! Sales Management's

Facts Which Mean Fast Action for Sales and Advertising Executives!

Months before the defense program turned Ft. Benning into the tremendous training school and divisional army center it is in 1941. Columbus was booming. Top city in Sales Management's list of High Spot Cities last spring, and consistently high on that list every month of the past year. Columbus was already on the march when army orders boosted Benning from 8.000 to more than 50.000! Benning is the largest infantry training school in the world—a school for 5.000 officers. Officers who with their families in residence contribute to the already high living standards of the city.

When you visualize Columbus as a market, here is the buying power immediately available:

Retail Sales—Columbus, Muskogee and Russell Co's.

1939 \$28,306,000 \$30,105,000

Effective Buying Income for 1941...... Plus Ft. Benning Payroll for '41...... \$42,059,000 \$96,069,000



THE LEDGER AND ENQUIRER PAPERS

Morning — Evening — Sunday

"The Service Newspaper Mediums of the Great Chattahoochee Valley"
Represented Nationally by THE BRANHAM CO.



ETTER ROUND TABLE

If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send It In. It May Win a Round Table Prize.

New Style of Saying the Old "Your Esteemed Favor"

It's the occasional little extra courtesies which mean the difference between routine business and genuine friendliness. The un-expected "thank you" letter is all the more appreciated because it is unexpected.

Paper Products, Indianapolis, sent the following last January. However, with a minor alteration of the final paragraph it would be suitable for any season. There is no business reply envelope with this letter! The last paragraph will not ask you to do anything, or even tell us any-

We do want to tell you something-

we do want to tell you something—something we're happy about—and proud of—and grateful for!

"In 1940 we shipped you
pounds of paper.

"All of us, I believe, are more or less inclined to take a customer for granted, perhaps give too much thought to looking perhaps give too much thought to looking for new ones.

We do not want you to think this is always true of us. So let us say now that from the bottom of our respective hearts "WE THANK YOU!

"And may your business grow, and our services become so profitable to you that 1941 will show a nice big increase for both of us.

"Yours sincerely. "All of Us - at ZIMMER PAPER PRODUCTS."

Do Customers Knock Off an Unearned Discount?

Taking the 2% discount for prompt payment is smart business, but knocking off that discount after the time limit is petty larceny. Nevertheless, you can't tell a customer, "Put back those pennies, you aren't entitled to them." He won't like it.

Tactful suavity is the note to sound.

Buford Roe, of Thomas J. Dee & Co.,
Chicago, does the job with discretion in the letter below. Perhaps you can use his approach on your chiseling customers.

"Two per cent on a dollar do

Two per cent on a dollar doesn't amount to much, does it? It doesn't amount to much on \$5—but two per cent on hundreds of dollars during a year's time does mean something!

"The smart man who started this practice of a 2% discount on bills when they were paid within a certain time did so because of the saving of unnecessary collection expense. He had the right idea, but you will agree that there isn't a 2% saving. The company giving the discount saves some money in collection costs, but it is the buyer who benefits most, isn't it?

"Suppose that all of our customers decided to take this 2% discount and still

not meet the requirements of the time limit. What would happen? Our cost of doing business would be increased, which would leave us no alternative but increase our price to you — and you wouldn't have much choice except to pass this extra cost on to your customers.

It would be a vicious circle, wouldn't it? Your customers would buy less from you. You would buy less from us. We both lose.

What do you say we make a bargain? You make your payments within the limit and take the discount you deserve. We, in turn, will promise that we won't permit anyone to take a discount unless the same conditions are met.

"By working together we can break the circle before it has a chance to grow. Fair

Another in the Long Series on Winning Back Lost Trade

Lewis Bettman, president of Goldsmith Clothing Co., St. Louis, sent the following letter to 125 inactive accounts. Two weeks later, 26 had replied, five with orders. Naturally, he will continue to employ so effective an epistle. Do you need a fresh slant on getting back strayed or stolen customers? Then lend an ear to Mr. Bettman:

'Yes, your account is Number 1948 on our ledgers, but your patronage and friend-ship mean much more to us than just a piece of paper. We missed you very much last year—we feel as though we'd lost an old friend and we hope that it has been through no fault of ours. If it has been, won't you let us know?

We know our product has a definite place in your store — our stock service should prove a valuable aid in selling those

'hard to fit' ones and our advertising and service helps make selling easier.

"I wonder if you would do me a personal favor? Let me hear from you on the back of this letter. Tell me why. I'll ap-

preciate it.
"P. S.—I enclose self-addressed stamped envelope for your convenience in replying.

Hooray, an Order! But How's Mr. Buyer's Credit Standing?

Every firm is glad to receive an order new customer, yet when the latter has shaky credit the pleasure is decidedly tempered. Herman E. Stock, of Whitehall, Inc., New Haven, handles this situation adroitly. We quote from his recent highly successful missive:

"Many thanks for your nice order re-ceived today. We are most anxious to get right into production and make an early delivery but there is one little question. As you know, our product is a tailored one and for that reason we must be very cautious about extending credit.

"It has been our company policy for years to accept initial orders only on a cash basis, unless the company sold has the highest type of rating from the various credit agencies.

"We realize that this is a touchy subject, but we think we ought to be frank in writing to you. A report we have had from an accepted credit agency indicates that you are having some financial diffi-culty. In the face of that we like to feel that a firm so long established as your wants to conduct its business in an honor able way. For that reason we are inclined to do everything we can to play along with you and help you as far as your credit

rating and record are concerned. ...
"Now, as proof of good faith I have a plan to suggest which I think will be manifestly fair to you and fair to us. If you will send us your check now in the amount of \$10 as a partial deposit we will proceed with the final engraving work and submit press proofs for your final approval. After you have had an opportunity to examine the proofs, let us have another check in the amount of \$10 to apply against the account.
"We will then make complete delivery

of the merchandise and open your account for the balance remaining unpaid on rea We do want ular open account terms. your specific promise, though, that our granting of the credit line is based on your paying us promptly within the 30 days after receipt of full delivery. Can you assure us of that?

We are looking forward to being real service to your organization and we both know that a full understanding to garding credit relationship is an essential element of friendly business dealings.

Prize-Winning Letters for February

BUFORD ROE Thomas J. Dee & Co. Chicago, Ill. JOHN M. PALMER Sales Manager Lee Clay Products Co. Clearfield, Ky. HERMAN E. STOCK Whitehall, Inc. New Haven, Conn. D. K. STROM Federated Hardware Mutuals Stevens Point, Wis. N. B. BJORNSON Dexter Folder Co. Pearl River, N. Y.



Of course you wouldn't answer that Ad...

WHEN you hire a salesman you want to know all about him. In evaluating his ability you will use the same standards that you and other employers have adopted in building successful sales organizations. His references must be genuine and cover the points that bear upon his probable value to your business.

Buying advertising in business papers is like hiring salesmen. The publication is the salesman that takes your sales message to businessmen. Advertisers have also adopted definite standards for measuring the circulation values of Jusiness papers. They want to know how much circulation a publication has, how it was obtained, where it goes, who reads it, how much they paid for it and many other facts.

> A. B. C. PROTECTS YOUR ADVERTISING

Paid subscriptions, renewals, evidence of reader interest, are among many facts in A. B. C. reports that are definite guides to effective media se-lection. When you buy space in A. B. C. publications your advertising is safeguarded by audited circulation. Always ask for A. B. C. reports.

This essential information is found in the reports issued by the Audit Bureau of Circulations, a cooperative and non-profit association of advertisers, advertising agencies and publishers.

This publication is a member of the Bureau in order that we may cooperate with advertisers by submitting to them our circulation facts and figures in A.B.C. reports-verified information that enables advertisers to select the right media with assurance that they will get what they pay for.

SALES MANAGEMENT

Member of the Audit Bureau of Circulations Ask for a copy of our latest A.B.C. report



A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES

APRIL 1, 1941

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Editorial Housekeepers

Although it's sometimes difficult to convince a visitor of the fact, people who live in New York live normally. Women actually cook at home. The New York Herald Tribune Home Institute will verify the fact, if there are any doubts, for that organization of 13 busy editorial housekeepers has been advising the readers of its home pages (both men and women in and around New York) on the preparation of meals for the past 26 years.

The Home Institute's work, however, takes in a great deal more than cooking. Its staff of trained home economists "with a nose for news" are experts on all phases of housekeeping, and through the editorial columns of the *Tribune* pass along their knowledge of such activities as child care, budgeting, meal planning, entertaining, household furnishing, building, and a score of other problems that present themselves to the housewife

In short, the Institute sums up its work as that of "an editorial department which locates, tests, develops and interprets the news of every phase of homemaking."

Guided by Mrs. William Brown Melo-

Guided by Mrs. William Brown Meloney as executive director and Eloise Davison as acting director, the Institute conducts one of the most comprehensive jobs of editorial housekeeping in the newspaper field today. But it did not just emerge full blown. The Institute has a history closely paralleling that of the consumer movement and the development of tested advertising claims in this country.

It was in 1911 that the then Tribune (the New York Herald and Tribune were merged in 1924) organized the first newspaper campaign on record to guarantee the advertising in its columns. Under the title of "Truth in Advertising," the Tribune that year set up a one-room laboratory-kitchen, adopted a seal of approval and told its readers:

"You can purchase merchandise advertised in the *Tribune* with absolute safety—for if dissatisfaction results in any case, the *Tribune* guarantees to pay your money back on request. No red tape. No quibbling

As the idea of tested advertising claims developed, so did the Tribune's kitchen.

Within a few years it had become a recognized laboratory where manufacturers could bring their household appliances and utensils for practical tests on success or failure. Then the laboratory adopted the name, "Home Institute."

When such organizations as the Better Business Bureau entered the picture and schools, colleges, government agencies and manufacturers themselves took up the testing of advertisers' claims, the Institute realized that its work as a consumer testing laboratory was completed. So its staff set out on a new assignment, which it is still carrying on: To advise women on problems of food, dietetics, housing, household planning and management.

Today the Institute tests products only as such testing is practical for actual editorial reporting and recommendation—use tests rather than mechanical or technical tests. It offers no seal of approval; nor do advertisers need one to recognize the value of the Institute pages. Last year grocery products and grocery stores, including department stores, accounted for a half-million lines of advertising in the Herald Tribune: furniture, household furnishings and equipment, including department and retail furniture stores, more than 750,000 lines.

In the Herald Tribune building, the Institute's present headquarters, a far cry but logical development from the one room in 1911, consist of two kitchens, a "clothing" room, an auditorium seating 250 people, and executives offices. Its staff scout the markets, gather the news, arrange for photographic set-ups, cook, write (the Institute pages carry no syndicated material), even occasionally offer their services as market analysts on household problems. To them manufacturers come to talk over and get advice on new products about to be launched, old products which for some reason haven't sold, new designs, etc.

A food packer recently brought into the Institute a canned beef stew which had been on the market for several months but had not sold as well as had been expected. After analyzing the product, the Institute suggested that the company leave out the mace, with which the stew was flavored, make the product taste more like ordinary beef stew and let the consumer do her own flavoring with mace if she desired.

After following the advice, the company found reception of its product greatly improved. Improved range and other equipment designs are often recommended to manufacturers by the Institute.

The day-by-day job of the Institute staff is to prepare the Herald Tribune daily food pages; a housing clinic devoted to new and practical ideas in building, house furnishing and decoration in the Sunday edition; and the "home" pages in This Week, the Tribune's Sunday magazine section.

Supplementing its regular news features, however, the Institute offers booklets and leaflets to its readers on subjects that cannot be fully covered in daily and Sunday columns. Titles of some of the Institute's leaflets indicate the scope of its coverage . . . "A Week's Dollar Dinner Recipes and Menus," "Vitamin Alphabet Chart," "How to Select an Automatic Refrigerator," "Exactly How to Clean a Kitchen and Bathroom." Booklets are concerned with such specialties as kitchenette cooking, bufet suppers, appetizers, desserts.

The Institute encourages readers to consider the paper as a reliable source for home-making information, and its readers respond enthusiastically. On these responses, the Institute keeps a careful check, using the response as a guide to its editorial content. The last year (1935) that the staff kept tab on individual items about which readers requested information, the total came to approximately 625,000. Records are now kept only on the number of actual telephone calls and letters received by the Institute. Last year's total was 193,494, of which 71,007 were letters and telephone calls about Institute material appearing in This Week, 30,438 for further information about items mentioned in the housing clinic, 92,049 for further information about suggestions in the daily food columns. A "surprising number" of letters and telephone calls come from men, and the Institute's files indicate that the Institute numbers among its regular readers many an actor, lawyer, writer.

Under the heading of supplementary services come the Institute's cook books. "America's Cook Book" and "Young America's Cook Book," household "musts" in kitchens in and out of New York. Soon to published, a third book of the series will be on general housekeeping.

A logical outgrowth of the Institute's 26 years of housekeeping advice is its "Career Course." The career? Housekeeping. Once a month "Career Course" meetings are held in the Institute's auditorium. Usually the house is filled to capacity with women who come to learn about foods, household equipment, decorations . . "how to organize their time, energy and leisure."

Geared to the present, the Institute staff believes that National Defense begins in the home, is now doing away with offering





One room stuck practically under the city editor's nose served the Home Institute as its first home. Now there's room for cooking, testing, laundering . . . and for the constant stream of visitors that come to see editors "keep house."

advice on such personal problems as "How to prepare a buffet supper for 16 people," in preference to devoting more space and time to nutrition. One recent "Career Course" meeting discussed foods on a nu-

tritional basis.

When the Herald Tribune celebrates the hundredth anniversary of the founding of hundredth anniversary of the founding of the *Tribune* with a special Sunday edition, April 13, the Home Institute will join other departments of the paper in reviewing the past century. An anniversary section will be devoted to the great news events of the period 1841-1941 and the part played in them by the newspaper. Here the Institute staff will discuss the changes that have taken place in that time.

Radio News

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National Association of Broadcasters, headed by Neville Miller, and American Society of Composers, Authors and Publishers, headed by Gene Buck, have appointed committees, which have begun negot ations looking toward an early end of negot ations localizations radio's "music war."

NAB last fortnight issued a booklet on 'Urban Listening in the United States," developed by the broadcasting industry in co-operation with CBS and NBC, which shows that on January 1, 1940, some 18,-113,000 families in urban centers had at least one radio. This was 90.9% of the 19,919,000 estimated as the total number of families in urban places. It represents an increase of 5.3% over the figure reported for January 1, 1937, from the Daniel Starch survey for CBS. Families with two or more home radio sets totaled 5,292,000, and radio families owning an automobile radio totaled 3,557,000. . . . The median hours of daily family use of radio was found to be four hours, 17

Scores of stations did a thorough job lately in informing listeners of "radio's moving day," March 29, when the positions on the dial of most United States stations on the dial of most United States stations were changed. . . . All eight Boston stations joined in a detailed news release on the changes, prepared by John K. Gowen, 3d, of WCOP. . . CBS sent out a story on "present and new" frequencies of its 130 domestic and foreign affiliated stations. . . Six of the eight St. Louis stations required to "move" ran a joint publicity program there. . . NBC presented Chairman James L. Fly of the Federal Communications Commission and Niles Trammell, NBC president, in a broadcast explaining the changes. . . . CBS aired a explaining the changes. . . . CBS aired a half-hour dramatic show titled "Radio's Moving Day."

NBC, introducing two new short wave transmitters—WRCA and WNBI—with combined power of 100,000 watts, has just observed the 10th anniversary of the Inter-American network. . . . Dr. A. C. Gonzalez, former United States Minister to Panama, Ecuador and Venezuela, has been appointed assistant director of Latin American relations of CBS. ican relations of CBS.

WHN, New York, has been permitted WHN, New York, has been permitted by FCC to increase its power to 50,000 watts. . . . Gordon Gray, publisher of the Winston-Salem, N. C., Journal-Sentinel has received a permit for construction of a 50,000-watt frequency modulation transmitter atop Clingman's Dome in the Great Smokies, which will be heard over 69,400 square miles in sections of North and South Carolina, Virginia, West Virginia, Kentucky, Tennessee and Georgia. United Broadcasting Company, Cleveland, operator of WHK and WCLE, has applied for an FM permit. WTAD, Quincy, Ill., is now broadcasting full time and is a basic supplementary station of CBS. . . . WGY, Schenectady, forms an advisory council of 22 group leaders, to advise the station on children's and public service programs. * * *

A. W. Lehman, manager of Cooperative Analysis of Broadcasting, New York, also has been placed in charge of Advertising Research Foundation, there. Both are sponsored jointly by American Association of Advertising Agencies and Association of National Advertisers.

Maxwell Dane, from Look, becomes York. . . . Gale Blocki, Jr., in charge of account-contact work at the Chicago office of John Blair & Co., radio station representatives, has been elected vice-president. . . . William Spier, from Batten, Barton, Durstine & Osborn, has been named script director of CBS. . . . Lunsford P. Yandell, who has been in charge of commercial sales for NBC's international division, joins the Blue network to handle special sales assignments.

Radio Today, New York, issues its fifth annual Yearbook and Trade Directory, listing 1,900 radio manufacturers and repre-

Don Thompson has become supervisor of special events for NBC's western division, at Hollywood, succeeding Clinton Twiss, who is now supervisor of announcers there. . . J. H. MacDonald is elected assistant treasurer of NBC. Robert M. Morris succeeds him as business man M. Morris succeeds him as business manager of the record department.

A new Dixie network, with 22 CBS affiliates taking commercial and sustaining programs from WBT, Charlotte, N. C., was inaugurated last fortnight. A. E. Joscelyn, WBT general manager, pointed out that the move marks the beginning of an extensive program to consolidate Columbia outlets throughout the South, with WBT as pivotal point. as pivotal point.



(Left) A. E. Joseelyn, general manager, Station WBT.



(Right) Arden Pangborn, new managing director of Stations KGW and KEX.

Arden Pangborn has been appointed managing director of the *Oregonian* stations, KGW and KEX, at Portland. Palmer Hoyt succeeds him as managing editor of the *Oregonian*. KGW will soon go to the Oregonian. KGW 5,000 watts, full time.

Magazine News

Life's circulation passes the 3,000,000-mark, but the Saturday Evening Post still holds first place in the race for linage leadership. . . Newsweek issues a circulation piece analyzing its gains of 45% in linage, 90% in revenue, in 1940. . . . Conde Nast's Glamour retitles its issues so

ESTABLISHED 1896

SHOTLAND & SHOTLAND, Inc.

TAILORS TO GENTLEMEN

574 FIFTH AVENUE

NEW YORK

MADE-TO-MEASURE

IMPORTED FABRIC HAND TAILORING

BUSINESS SUITS "READY FOR IMMEDIATE-WEAR" from \$60

TORONTO GIBBONS KNOWS CANADA CALGARY EDMONTON

WINNIPEG J. J. GIBBONS LIMITED . ADVERTISING AGENTS VANCOUVER

that the date on cover corresponds with date of appearance on newsstands. . . . Effective with the July issue, the sales date of *Country Gentleman* will become the last Wednesday of the month preceding month of issue. New closing dates average five days less on color and are the same interval on black and white.

Perry I. Prentice, newly appointed publisher of Time, announces that, "because of temporary limitation of air express space in the Pan American Clippers," advertising for the first issue of Time Air Express edition closed three weeks ahead of the original deadline of April 14. The first number of this edition will total 30,000 copies, and will be distributed by air to Latin America. It will be 48 pages over all, on 30 pound stock. . . . Charter advertisers include American Express, Atlantic Refining, Edward G. Budd Manufacturing, Eaton Paper, Florists' Telegraph Delivery, National City Bank, New England Council, Owens-Illinois, RCA, Saks-Fifth Avenue, Sterling Products, Hiram Walker, Westinghouse, and various rubber, aviation and transportation companies. . . Francis DeWitt Pratt succeeds Mr. Prentice as circulation manager of Time.

Fulton Oursler and Harold A. Wise, editorial and advertising directors of Macfadden Publications, are elected vice-presidents. S. O. Shapiro rejoins Macfadden as circulation director.

John F. Kurie is named research director of Look. . . . Paul Fish, from The American Weekly, becomes Detroit manager of Cosmopolitan. . . . Ralph H. Whitaker joins the New York sales staff and Allen C. Church the Philadelphia sales staff of Ladies' Home Journal. . . John C. Flanagan, from the St. Louis Post-Dispatch, is now on the Chicago advertising staff of The American Magazine, covering Wisconsin and Minnesota. . . King Whitney, from You, is named advertising manager of Baby Talk, New York. . . Edward C. Warren, metropolitan advertising manager of Parents' and advertising manager of Parents' and advertising manager of Parents' and advertising of Parents', . . Allison R. Leininger, vice-president in charge of advertising of Parents', is elected a director of Parents' Institute, Inc., publisher of this and other magazines. . . Miss Elizabeth Adams is named editor of Your Charm, a Street & Smith publication. . . Melvin G. Grover, from Mechanix Illustrated, succeeds Bird Rees as northeastern advertising manager of Nation's Business.

House Beautiful issues the first of a series of five sections on as many "bride's houses" to be published this year. . . . Street & Smith streamlines the format of Detective Story. . . . Saturday Evening Post releases findings of a food manufacturer among housewives on the question, "In what weekly magazine would you be most apt to read and have confidence in advertising?"

Ski Illustrated and Your Sport, New York, have been merged.

Business Paper News

Progressive Grocer reports, from census findings, that the number of grocery and combination stores in the country increased 2%, to 447,257, and their volume rose 17%, to \$8,577,293,000, between 1935 and 1939. . . Super Market Merchandising shows, from a study of its circulation lists by Curtis Publishing Co., that "there are many large and profitable territories still available for super market expansion."

Penton Publishing Co., Cleveland, publisher of Steel, the Foundry, Machine Design and New Equipment Digest and Daily Metal Trade, has elected E. L. Shaner, president and treasurer; G. O. Hays, vice-president; F. G. Steinebach, secretary, and E. L. Werner, assistant treasurer.

Charles Wilkinson is named promotion manager of Engineering News-Record and Construction Methods, McGraw-Hill publications, succeeding H. A. Haworth, assigned to special promotion and research work with the company.

Henry W. Marks succeds Douglas Taylor, resigned, as advertising director of *Printers' Ink* publications. Joel Lewis is now head of the readers' service department there.

. .



Henry W. Marks, new advertising director of Printers' Ink.

Charles B. Groomes resigns as treasurer and general manager of *Editor & Publisher*. Charles T. Stuart, advertising director is now also general manager.

Rex W. Wadman, publisher of Diesel Progress, New York, has been appointed by the estate of Russell Palmer as general manager of its eastern properties, which consist of World Petroleum, Facts About Sugar, and Canadian Oil & Gas. . . . Major John Russell Ward, a former editor of Soda Fountain, has been named editor of Post Exchange and Canteen, New York, the first issue of which appears April 1. . . Herbert F. Ohmeis becomes publisher of Automotive Retailer, New York, succeeding John E. Atkinson. Dodd Coster is now national advertising manager, and William J. Roseberry continues as editor.

Progressive Grocer, New York, and Electric Light & Power, Electrical Dealer and Packaging Parade, Chicago, are elected members of National Business Papers Association. . . Ahrens Publishing Company introduced Hotel Buyers' Directory, a new service, in the March issue of Hotel Management.

Newspaper News

Brightest factor in a small gain in total newspaper linage in February—as reported by Media Records for 52 large cities—was the continued rise in automotive. Total linage increase for these cities was only 0.8%, from February, 1940, but automotive climbed 24.3%. The automotive total of 5,250,221 for February, 1941, was the largest for this month since 1931. It was 1,000,000 lines more than in February, 1940, and double the volume of February, 1938. General (national) linage in these cities continued to lag. It was down 5.9%. Financial was off 4.2 and retail off 1.3 in February. Classified gained 7.2

Average net paid circulation of United States and Canadian weekday newspapers for the six-months period ended September 30, 1940, totaled 43,347,593 copies, an increase of 1,419,903 copies a day from the average of the same period of 1939, reports the Bureau of Advertising. The 1940 total was 1,700,000 copies a day more than in 1929, and nearly 14,000,000 copies a day more than 1920. While the combined population of this country and Canada advanced 26% in the last 20 years, the combined circulation of weekday newspapers was up 47%.

Clinics on research, circulation and editorial promotion, sales presentations, etc., will feature the annual convention of the National Newspaper Promotion Association, at the Waldorf-Astoria, New York, April 20-23. Speakers will include Gardner Cowles, Jr., Des Moines Register & Tribnne; Walker Long, Huntington, W. Va., Advertiser and Herald Dispatch; Arthur Robb, Editor & Publisher, and George Benneyan, Bureau of Advertising. Bradford Wyckoff, Troy Record, is president of NNPA and Ivan Veit, New York Times, convention chairman.

Los Angeles *Times* has won the award of Botsford, Constantine & Gardner, Pacific Coast agency, for "outstanding excellence in merchandising cooperation." The Portland *Oregonian* and San Diego *Tribune-Sun Union* received honorable mention.

New York *Sun* will award \$500 for a series of five advertisements judged best suited to promote Father's Day. In a similar competition last year, entries were received from 35 states. The winning series will be published in the *Sun* and in newspapers of other cities.

Christian Science Monitor introduces on its women's page a series of articles on "Selecting the Right Furniture for Your Home."

Zanesville, Ohio, News appoints J. J. Devine & Associates national advertising representatives. F. W. Thurnau becomes Chicago manager of American Press Association. Natt S. Gettlin is named local advertising manager of the New York Post.

Outdoor News

Henry M. Stevens, J. Walter Thompson Co., has been reelected president of the Traffic Audit Bureau. John V. Tarleton, J. Stirling Getchell, Inc., is a new member of the board of directors. TAB is issuing an "Index of Audited Poster Plants," which now number about 10,000 throughout this country and Canada.

John E. Clark has been appointed national eastern representative of Walker & Co. He will handle all eastern contacts of the company, but will make his headquarters in Detroit. . San Francisco office of Outdoor Advertising Incorporated is now located at 114 Sansome Street.

KROW

THE SHOWMANSHIP

SAN FRANCISCO-OAKLAND • 1000 watts • 960 KC

FREE & PETERS, Inc., National Representatives

TIRES presents its own

SURVEY OF BUYING POWER

With an official confirmation of the logical distribution of the circulation of The Trade Paper of the Tire Industry.

TIRES Circulation Coverage

This chart shows the number of tire dealers in each geographic area, what percent of the U. S. Total they represent; the number of TIRES readers in those areas; what percent they represent of our total circulation; and the buying power of tire dealers in these areas as based on government figures.

| SEOGRAPHIC AREA | Number of Dealers 1939 Census | % of U. S. Total | Average Annual Sales Per Dealer | Number (CCA) of Dealers Reading TIRES | % of TIRES, U. S. Circul. | Motor Vehicles Registered | % of U. S. Regis. |
|--------------------|-------------------------------------|------------------------|---------------------------------------|---|---------------------------------|---------------------------------|-------------------------|
| New England | 1,146 | 6% | \$30,738 | 1,365 | 9% | 1,997,879 | 6% |
| Middle Atlantic | 3,154 | 17% | 30,922 | 3,007 | 20% | 5,922,389 | 18% |
| South Atlantic | 1,565 | 8% | 39,759 | 1,625 | 11% | 3,387,616 | 10% |
| East North Central | 3,927 | 21% | 26,494 | 3,144 | 21% | 6,970,048 | 22% |
| East South Central | 839 | 4% | 31,488 | 652 | 4% | 1,448,067 | 4% |
| West North Central | 3,030 | 16% | 17,296 | 1,924 | 13% | 3,956,831 | 12% |
| West South Central | 2.181 | 11% | 26,967 | 1,127 | 7% | 2,898,257 | 9% |
| Mountain States | 732 | 3% | 28,400 | 563 | 3% | 1,227,886 | 3% |
| Pacific Coast | 1,964 | 10% | 32,070 | 1,331 | 9% | 3,659,886 | 11% |
| UNITED STATES | 18,538 | | \$28,260 | 14,738 | | 31,468,887 | |

Dealers as covered in the census report are those selling tires, batteries and accessories and in whose sales volume 51% or more is represented by these items.

Of course, there are several hundred thousand retail tire outlets, but the Government report and TIRES circulation only considered those dealers that make the sale and service of tires and allied products a major business effort.

The readers of TIRES have real Buying Power—for not only tires, batteries and accessories, but for all forms of service station equipment and supplies.

For 21 years TIRES has been proving the Buying Power of its readers to many advertisers who have been particular in the selection of their advertising media. Let's prove it to you.

TIRES MAGAZINE

420 Lexington Avenue

New York, N. Y.

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DESIGNING TO SELL



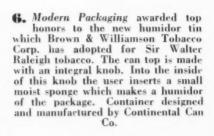
1. Walbridge & Co., Ravenna, O., is introducing a dish which baby can't overturn, try as hard as he may, because it is firmly anchored by a rubber suction cup. The lacquered rubber jacket surrounding the three-compartment china dish also holds hot water to keep food warm.

2. Celluloid Corp's Lumarith Protectoid transparent wrapping has been adopted by Sunny Sally Vegetable Growers, Los Angeles, to wrap washed, ready-for-the saucepan spinach. . . "A milestone in the merchandising of fresh vegetables." Bags by Transparent Products Co., Los Angeles.

3. Another unusual product for transparent packaging is smoked herring filets. J. W. Beardsley's Sons, Newark, package theirs in Goodyear's Pliofilm which has proved "far superior to any other material for holding the packages air-tight and oil-proof."

4. Reynolds Metal Co., Richmond, designed and produced the Baker chocolate "Jubilee" package for General Foods. Made of cardboard laminated with aluminum foil, the package holds a pound of candies, each piece individually wrapped in red or green aluminum foil to assure freshness.

5. Park & Tilford Distillers, Inc., New York, is entering the field of domestic cordials and liqueurs with both white and green, 60 proof, creme de menthe, bottled in distinctive containers.











Debunking that old Mousetrap Story



If A MAN makes a better mousetrap, it still may be a slow seller.

Today people are beating a path to store counters where products are well displayed in attractive packages. They are *buying* products that *show off* their qualities to best advantage.

Dealers devote their precious counter space to packages with eye-appeal. They favor products in "Cellophane" cellulose film, because shoppers want them wrapped that way. (90.8% of women interviewed in a recent survey said: "We prefer transparent packaging.")

And what shoppers want—they get. They reach for products in "Cellophane." They regard this wrap as a definite "Guide to Added Value."

So—if a mousetrap is better—it can show that it's better by means of this better package. And that makes better sales.

Practical suggestions for a better package are yours for the asking. No obligation. Just write: "Cellophane" Division, E. I. du Pont de Nemours & Co. (Inc.), Wilmington, Delaware.



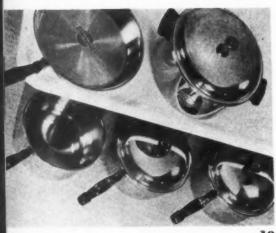
"CELLOPHANE" IS A TRADE-MARK OF E. I. DUPONT DE NEMOURS & CO. (INC.)
APRIL 1, 1941



DESIGNING TO SELL







7. Independent Paper Box Co., Los Angeles, developed the twelve-bottle soft drink carrier which was used so successfully by 7-Up Bottling Co. in a regional trial that it is now being contemplated by national distributors of soft drinks. Structurally the 12-bottle carrier is the equivalent of two 6-bottle carriers, side by side, with the necessary reinforcing to give security and wear.

8. Dorothy Gray, Ltd., New York, has added a complete ensemble of "Nosegay" make-up to its list of Easter gifts. Packaged in a white florist box lined with green, the ensemble contains rouge, lipstick and perfume stemmed together with a flower and backed by a lace-paper doily.

9. Cases molded of Lustron, Monsanto Chemical Co. plastic, provide lighter weight than is found in conventional dry cells. Unaffected by prolonged contact with strong acids, Lustron has high electrical insulating properties and its transparency enables electrolyte level to be checked at a glance. Molded by Universal Plastics Corp., New Brunswick, N. J., for Non-Spill Batteries, Inc., same city.

10. All stainless steel cooking ware is being marketed by S. W. Farber, Inc., Brooklyn. Handles and knobs are of Bakelite's phenolic heat-resistant plastic, molded by Royal Moulding Co.

11. Retailers and consumers alike have shown great enthusiasm for the redesigned Durkee packages which were introduced last Summer, the company reports. Sales of Durkee bird seed have substantially increased since the adoption of a double-cellophane bag, designed by Dobekmun Co., Cleveland. Display container in which the product is furnished to dealers was developed by Hinde & Dauche Paper Co. The new Durkee spice packages, which represent the first radical change in the company's spice containers in over three generations, were designed for easy product identification, the name of the spice contained in the can appearing in bold type on all four sides.

12. Character Novelty Co., South Norwalk, Conn., has adopted a window box for its toy animals to enable the products to be examined without handling. Robert Gair Co., designed and produced the container.



Durkeel

Durkeel

Durkeel

Sage

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11

Branded & Advertised Wallpapers Pull United Out of Red Ink

(Continued from page 20)

bride windows, etc.; includes letters showing how to interest building managers and real estate operators and suggestions on how to use radio spot announcements and how to cooperate with paperhangers.

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2. Window poster, 21 x 28 inches. On heavy cardboard, this has a 13 x 18-inch window cut-out. Six photograph enlargements are supplied which may be slipped into a slide at the back, one at a time, to make six changes. This can be used as a window display poster or as a counter poster as desired. The pictures are enlarged photographs in sepia. The color scheme of the poster is light peach with brown and green over-printing.

3. "Unitized" counter card, 13 x 18 inches, printed in full color with a green pocket holder for point-of-sale leaflets. These leaflets, in black and red, are headed, "The New Way to Choose and Use Wallpaper." The color scheme is the same as the window poster. Twenty-five eight-page leaflets, or folders, go with each one.

4. One four-time enlargement of a typical magazine advertisement. This is approximately 24 x 35 inches and, in full color, shows photographs of room set-ups and color photo reproductions of samples of wallpaper, six

5. National Style Show Wallpaper window banner, 18 x 54 inches. Printed in three colors.

6. Package of price markers for both "washable" and "non-washable" Unitized papers in a variety of sizes.

7. Sample set of photograph post cards showing examples of room decoration and wallpapers. The papers



These direct mail folders are printed on actual wallpaper samples. Thus, more forcefully than words, they show what the product is.

shown include such names as "Pond Garden," "Tulip Companions," "Bo-

Peep" and "Snowball."

8. Samples of direct mail folders in full color. These are unique in that they are printed on actual samples of wallpaper. One side of each folder has a picture of a room set-up in color. Turn the folder over and you have a sample of the wallpaper shown in the picture on the other side.

9. Sample direct mail piece printed on the back of a reprint of a full-

color national advertisement.

10. Copy of Nancy Warren's "Style and Charm" booklet, 6 x 7 inches, 28 pages, printed in colors. This book carries such headings as "So You're Going to Redecorate," "Playing with Color," "Recipes for Charming Rooms," etc. After pages of advice aimed to solve problems of home aimed to solve problems of home decoration, the story of "Unitized" is

11. Photo of "Unitized" electric

sign available at \$2.

All of the items in the kit are available to dealers in wanted quantities on order. Every piece is built to impress the customer with the brand name, "Unitized."

And Here's the Result

Mr. Yates was asked if he had any figures that might indicate, or prove, what the company's first year in advertising and product-identification promotion had accomplished, i.e., in increasing sales and building desire for branded paper. He said he thought he could and offered the record in evidence. It showed:

Sales, under Unitized test and guarantee, 1940 up 44.4% Sales, non-Unitized up 9.7%

"The only conclusion you can possibly draw from that," he said, "is that our advertising and sales methods have brought, in this country, a definite trend to better papers. We expect an increased and continued trend in that direction. I think we've done a very fair sort of job for a first-year effort in national advertising and modern

'Our increased advertising schedule, together with our greater effort to develop better point-of-sale retailing, indicates what we think of the

The advertising and sales promotional material was prepared by Hays MacFarland & Co., Chicago.



Stars all about! A meteoric shower of lights crowning San Francisco's twenty-seven hills below! In all the world, no other such view as seen through the Mark's windows in the sky. Nowhere gayer people in gayer setting.

Dining, dancing, living . . . no human habitation looks on such a pleasure exposure as the Mark with its sky location, as air-minded moderns agree. Four minutes from the city's center.

> Rates from \$5 per Day Garage in Building

GEORGE D. SMITH, Gen. Manager



Los Angeles: G. W. FAWCETT, 510 W. Sixth St. Chicago: G. W. FAWCETT, 333 N. Michigan Blvd. New York: R. F. WARNER, 11 W. 42nd Street

SALES PROMOTION MAN AVAILABLE

With 14 years extensive merchandising experience, this man seeks responsible position in sales, advertising or sales promotion.

Has ability to organize, coordinate and secure cooperation of others. Good sales personality. Gets along well with other people. Accustomed to meeting and selling executives as well as field personnel. He has well-founded knowledge of dealers and their problems, and markets and distribution methods. Familiar with making arrangements for and taking part in sales meetings. Has worked with artists, visualizers, etc., in producing all types of advertising and sales promotion. Also extensive experience in running contests and releasing policy, product and "How to Sell" bulletins to organization.

Graduate of University of Illinois, in good health, married. Age 37. Now employed.

Location immaterial. Salary secondary to opportunity of establishing himself with reasonable degree of permanence.

Sales Promotion Man

C. E. LOVEJOY, vice-pres. Sales Management 333 North Michigan Ave. Chicago, III.

LARGE CHEMICAL COM-PANY DESIRES TO INTER-VIEW EXPERIENCED SALES EXECUTIVE, with acknowledged record for producing results. Preferably one who feels able to adapt and apply modern methods used in selling consumer goods to the selling of chemical raw materials to industry. Preferably one not younger than 35 nor over 45. Box 769, Sales Management, 420 Lexington Ave., New York City.







Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is Sales Management, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

How to Do Business with the Government on Defense Work

Thousands of executives want to know how they can do business with the Government under the Defense Program. Officials of the Office of Production Management are anxious to tell them how.

To meet this need for information on the subject that is the most important in America today, Business Week has prepared a 24-page "Guidebook to Defense—How to Do Business with the Government." Though not a Government document, it was written with official help. Its chapters describe the procedure of selling to the Army and Navy, "Defense construction contracts, increasing capacity, amortization of plant, sub-contracting, wages and hours, labor relations, civil and military relationships, priorities, price controls."

Of course the "Guidebook" is not com-

Of course the "Guidebook" is not complete. No single booklet could be. But it does provide a reliable outline of the mechanics of dealing with procurement officers of the armed forces and with the OPM's civilian trouble-shooters. Numerous names and addresses are given to whom one may write for specific details on all the countless phases of the national armament effort.

The day after publication, 1,000 requests for copies of the report were received by Business Week. That is merely a small indication of the tremendous interest which every company in the country has in such information. Copies, at 20 cents each (quantity prices on request) may be had from Willard Chevalier, publisher, Business Week, 330 West 42nd Street, New York, N. Y.

The Ohio Liquor Market

The Ohio liquor market for the full year of 1940 has been summarized, mapped, charted and intemized by county, district, and state in an exceedingly comprehensive study recently published by the Cleveland Press.

This is the sixth such study compiled by the *Press*, and so it contains many comparisons with sales in previous years. Total Ohio dollar sales in 1940 amounted to more than \$58,235,000, an increase of \$6,539,000, or 12.7%, over '39. Ohio continues to favor bourbon whisky, which accounted for 51% of all sales. Spirit blends increased from 24.2% of the total in '39 to 26.3% in 1940. Rye and gins lost ground. Complete sales details for all brands, in each classification and price bracket, are included in the report with data on both wholesale and retail operations.

A distortion map is included, which shows each county in proportion to its percentage of total dollars spent. Another

map indicates the state's wet and dry areas and the number of all types of permit holders in each county. Although 88 vendors were licensed in Ohio, 35 of them received 96.7% of the total business. Per capita expenditure for the year was \$8.45, but Cleveland had a per capita expenditure of \$13.75.

If you are a distiller, or a sales or advertising executive interested in marketing liquor in Ohio, write Lewis S. Fidler, advertising manager, the Cleveland Press, Cleveland, Ohio. Ask for "Ohio Liquor Sales."

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General Motors Describes Men, Management, Machines at Work

General Motors Corp. has issued one of the most lucid, as well as entertaining, explanations of the machine's place in modem society that has ever crossed our desk. "There is nothing to fear in our form of economy," Alfred P. Sloan, Jr., says in a foreword. "There is everything to fear in our lack of understanding of what makes it work. I have here brought together a few excerpts that have appeared in 'GM Folks,' the monthly publication of General Motors employes, that they might illustrate some of the principles that underlie basic economic problems and in the sincere hope that they may serve to widen an understanding of our industrial economy."

The question of the machine: Civilization's bane or blessing? is considered from

The question of the machine: Civilization's bane or blessing? is considered from many angles. In the first chapter these subjects are taken up: Machines Make Us Mighty. How Can We Produce More of the Things We Want? How We Work for Better Living Standards. Research Pioneers the Way to More Things and More Jobs. From Musclepower to Motorpower. Chapter II, "Industry Must Satisfy 130 Million Critics," discusses: The Assembly Line Starts at the Farm and the Mine. The Public Be Pleased—and Keeping Them Satisfied. The concluding section treats of: How a Nation Makes Its Living. Why Ups and Downs? Why Management?

Dozens of Pictographs make the chapters vivid. While considerable space is given to GM products and production methods, the brochure is no mere advertising puff. Your views on machines will be broadened by reading it. As Mr. Sloan points out: "While the questions and tasks confront-

While the questions and tasks confronting us today are, in part, of an emergency character, arising from the urgent need for strengthening the nation's defenses, they are, in a larger sense, basic in the perpetuation of our adopted way of life. They relate to the fundamental problem that confronts us of how to produce ever more things for more people. They relate to the task of creating ever greater opportunity for employment. They relate to the American desire to build an economy strong enough to satisfy ever better our individual and national needs.

"In war or in peace we must look to a strong economy as the sound basis on which to build a strong nation. But in a democracy like ours these tasks must be the concern of every patriotic citizen." We earnestly recommend that you get a copy of "How a Nation Gets Strong." Write Department of Public Relations, General Motors Corp., 1775 Broadway, New York, N. Y.

Pictograph Correction

In the March 15 Pictograph, called "Vitamins are Big Business, Not A Fad," .Dun's Review was incorrectly credited as the source.

The material came from an analysis made for Barron's Weekly by Paul W. Stewart.

PERSONAL SERVICE AND SUPPLIES

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We opy of e DeCash Basis Only. Remittance Must Accompany Order. Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 31 years' recognized standing and reputation, carnes on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details, R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

EXECUTIVES \$2,400 — \$25,000 — This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. IIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVES! HIGHLY QUALIFIED MEN!

This competent, personnel advertising service conducts position-securing campaigns involving confidential, nation-wide negotiations with reputable employers. Identity covered, and if employed, position protected. Write

HARRY F. JEPSON & ASSOCIATES LAND BANK BLDG., KANSAS CITY, MO.

EXECUTIVE SALES ENGINEER NOW AVAILable, with excellent record selling special machinery to all types of industrial plants, municipalities, gas, water and power companies in New England. Presently located in suburban Boston but willing to move. Detailed employment history will be furnished on request. Box 766, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

HELP WANTED

EXPERIENCED LITHOGRAPHY SALESMAN with executive ability for New England. Give complete detailed information of yourself in reply. Box 773, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

LETTER GADGETS

A GOOD LETTER GADGET WILL KEEP your letters on top of the desk with some chance of doing business for you. Wastebasket letters can't talk. Write for illustrated circular. A. MITCHELL, R-205, 326 N. Michigan Ave., Chicago.

LINES WANTED

MANUFACTURER'S AGENT selling large Automotive and Hardware Jobbers' needs, small tools, tire gauges, valve hdw., wiper blades. Might consider Rubber Co. distribution tires, mech. goods. Territory: Wisc., Minn., Dakotas. Box 772, SALES MARAGEMENT, 420 Lexington Ave., New York, N. Y.

MAILING LISTS

SPECIAL MAILING LISTS, CHEMISTS, ACcountants, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations. High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

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Although the editors endeavor to make this list complete and accurate, necessary last-minute revisions may result in occasional omissions or other errors.

POSITIONS WANTED

PROFITABLE SALES

The success of every business depends upon its profitable sales. There is a direct relationship between the success of a company and its men. I have a successful record as a sales executive, both as a branch manager and as a sales manager.

My record will bear investigation.

Can produce profitable sales. All I want is a chance to demonstrate. Address Box 775, SALES MANAGEMENT, 420 Lexington Ave., New York,

N. Y.

SALES PRODUCER

Resourceful, energetic executive and sales administrator. Presently sales manager with national distributor. Seeks change for personal reasons. Accustomed heavy responsibilities. Top-notch business, personal references, including accomplishments wide variety of fields. College engineering graduate. Personable. Under 40. Box 770, Sales Management, 420 Lexington Ave., New York, N. Y.

EXECUTIVE

now employed as assistant general manager of well known company seeks new opportunity. Responsible for hiring, training, and stimulating salesmen; sales promotion; costs; budgets; quotas and profits.

POSITIONS WANTED (Cont'd)

Original thinker, pleasing personality, age 38, college. Box 771, Sales Management, 420 Lexington Ave., New York, N. Y.

SALES CARTOONS

MERRELL FEATURES specialize in original, creative cartoons for Sales Contests, Sales Bulletins, House Organs and Cartoon Advertising Strips. Send for samples of our "SALES PEPPER-UPPERS" monthly service. MERRELL FEATURES, 318 W. Randolph St., Chicago, Ill.

SALES PROMOTION

PHOTOSTAT PRINTS

Photostat reproductions only 10c, letter size; (in quantities still less).
Strengthen sales promotions with prints of testimonial letters, orders, etc.
For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc. 165 Broadway; 1 East 42nd Street COrtland 7-4836

SALES SHEETS, MANUALS, CHARTS

Reproduced Economically-Efficiently by Laurel's Improved Offset. No Cuts! No Typesetting! Your copy's all we need. 500 (8½x11") reproductions \$2.63; additional hundreds 22c. All Sizes. Request Complete Price Schedules; Free Descriptive Brochure. Laurel Process, 480 Canal St., N. Y. C.

BY RAY BILL



AGING VOLUNTEERS: A letter has just come in from M. P. Bickley, district traffic manager of United Air Lines in New York. While the writer aims to obtain a tangible result for himself and his own organization, we think his proposal has merit. We quote:

"Idea! And may I have your reaction to it. Each Monday night we have a sales meeting which is attended by the members of our outside sales staff here in N. Y. Among other things we talk about sales approach, technique, presentation, closing—in fact all of the things that go to make up a successful sales call.

"The thought occurred to me that our salesmen would benefit from receiving an outsider's point of view—how other companies operate—how they merchandise their product—hence the high of

operate-how they merchandise their product-hence the birth of

my idea.

"Would you be willing to trade places with me at one of your future sales meetings—you talk to my group and I will talk to yours? Should there be some policy rule in your organization which would exclude an outsider, we still would like to hear from you or a representative of your company.'

There is quite a bit of difference between selling advertising space for a business paper and selling passenger space for an airline. Nevertheless, we think enough of Mr. Bickley's suggestion so that we are going to "swap" speakers with him at early meetings of our respective sales staffs. Possibly this same idea will appeal to other sales executives; if so, we suggest that they communicate directly with Mr. Bickley at the New York office of United Air Lines.

Possibly it will suggest a similar exchange of speakers in many other cities and across many highly varied lines of business. We say this because many times it is the outsider who helps us to distinguish the forest from the trees in our own line of business and to govern our sales policies and use our sales tools in a more effective manner.

N THE BUTTON: Wilbur Van Sant, head of Van Sant, Dugdale & Co., Inc., of Baltimore, recently talked before the Advertising Club of that city on the subject of "Advertising Adjusts Itself for National Defense." The following represents highlights:

"Wars are fought by converting wealth into munitions and material. Particularly in a democracy based on free enterprise, whether we are converting accumulated wealth or current wealth, it is done through taxation and the sale of government securities. And the only way taxes can be paid and securities purchased is to provide for the continual creation of wealth year by year. We must provide for the movement of money.

"In the last 10 years, notice the parallel movement between national income, building construction and motor cars. Were building construction and motor car sales low in 1933 because national income was low? Or was national income low because we did not buy enough motor cars and build enough buildings and put people to work and money into circulation? The latter is the answer. National income is the result of human activity, and not the cause

This is no time to sit still and take life as it comes. Our entire national economy needs a rapid demand for goods and services in

order that America may speed the movement of money.
"You may not think Washington is smart in everything it doesbut it was smart in this one: When asked specifically what its att-tude would be toward heavy increase in advertising appropriations and consequent cutting of excess profits taxes—its reply was, "we are not concerned with that. More advertising means more more ment of money, both in advertising revenue and goods, and any money saved in taxation by the advertiser will be picked up many times over by us in both personal and corporate taxation."
"Advertising has its job to do—the job of stimulating desire. It

is one of the tools that business must use in making the American beehive hum. You can't sell war bonds or collect taxation from people without income. And the way to have national income is to force business to a new high in America."

This savors of gospel but it is the kind of sales and economic gospel which must be kept to the fore and matched against all of the far more colorful clamor for allout defense activity and war programs. All that applies to advertising applies with equal force to selling as a whole, including personal selling through the sales staff. America must keep up its sales and advertising enterprise in order to keep up its ability to defend America.

EGISLATION AND ADVERTISING: For this honeyfull shot of sardonic humor the camellias of compliment go to George S. McMillan, secretary of the Association of National Advertisers. He opened his talk before the Chicago Federated Advertising Clubs with:

The man charged with the direction of an advertising appro-The man charged with the direction of an advertising appropriation today—really has little to learn of past acts of legislators. There are, after all, only a few laws affecting this business of advertising with which he need be familiar. If he knows and understands thoroughly the following: The Federal Trade Commission Act and its amendments such as the Wheeler-Lea Act, the Robinson-Patman Act, the Clayton Act, the Federal trade-mark statutes, the Fair Labor Standards Act, the copyright laws, the postal rules and regulations, the Federal lottery laws, and all the rules and regulations promulgated thereunder, together with the common law as it relates to trade-marks, rights of privacy, libel common law as it relates to trade-marks, rights of privacy, libel etc., and if he is as thoroughly familiar with Federal laws affect various particular industries such as the Federal Food, Drugs and Cosmetic Act, the Foreign Registry Act, the Federal Alcohol Control Act, the Packers and Stockyards Act, the Wool Labeling Act, the Miller-Tydings Fair Trade Enabling Act, for example again together with the rules and regulations promulgated then under-then he has only to familiarize himself with State Law on advertising, premiums, coupons, fair trade, unfair trade protice, discrimination and sales and use taxes, before he is ready lay out an advertising campaign. Of course, if he does not follow amendments to these laws, new regulations, and court decisions, he is apt to get into a little trouble here and there."



The Detroit News

THE HOME NEWSPAPER

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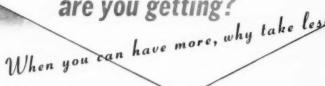
MENT

New York: I. A. KLEIN, Inc. Chicago: J. E. LUTZ ONLY in their daily newspaper can people get the word-andpicture, day-by-day account of momentous events in the war world of today. That's why daily newspapers are read so thoroughly now.

In the third consecutive year of sustained business advance, Detroit is now feeling the added impetus of Michigan's \$653,000,000 share of the defense program. That's just one reason why Detroit is a particularly fertile buying market.

Advertisers can reach this great market by using one newspaper-The Detroit News. For The News, by itself, reaches 631/2% of all Detroit homes taking any newspaper regularly!

And The News today has the highest circulation in its history. with the greatest quoted home-delivered circulation in America ' How much of Chicago's expanding buying are you getting?





on weekdays from 580,000 to 625,000 more than delivered by other Chicago daily newspapers on Sundays from 300,000 to 810,000 more than delivered by other Chicago Sunday newspapers

You can close more sales at lower cost with Tribune advertising

Increasing industrial activity is expanding payrolls and retail sales. Short measures in sales promotion are now inadequate. Is your advertising equal to today's greater selling opportunities?

To get your share of Chicago's buying, build your advertising program . . . at one low cost . . . around the Tribune. With over 1,000,000 net paid every day of the week, the Tribune delivers from 580,000 to 625,000 more total daily circulation than other Chicago daily newspapers. And on Sunday from 300,000 to 810,000 more than other Chicago Sunday newspapers deliver.

When you use the Tribune, you get balanced, market-wide coverage. As the only newspaper with circulation volume equivalent to majority coverage of all metropolitan Chicago families, the Tribune is this market's basic medium. In every income group of interest to advertisers, it has far more circulation than other newspapers.

The newspaper of greatest interest to readers produces the best results for advertisers. As the newspaper most effective in selling its own product, the Tribune is best fitted to build more sales for you. Chicago retailers affirm this fact. During 1940 they placed 67% more advertising in the Tribune than in any other Chicago newspaper.

General advertisers during the same period gave the Tribune a 52% lead.

When you can have more, why take less? Your advertising in the Tribune steps up your promotion to meet Chicago's expanding buying. It puts more power into your selling and develops greater volume at less cost per unit sold. Tribune rates per 100,000 circulation are among the lowest in America.

For more information on how you can increase sales in Chicago at lower cost by making the Tribune your basic medium, ask a Tribune representative or consult your advertising counsel.

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

TOTAL NET PAID CIRCULATION NOW IN EXCESS OF 1,000,000 EVERY DAY OF THE WEEK

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